

Department of Probation, Parole and Pardon Services



Accountability Report Fiscal Year 2003-2004

Section I – Executive Summary

The S.C. Department of Probation, Parole, and Pardon Services (DPPPS) provides a variety of essential services in support of the Department's mission and related public safety initiatives. These include:

- Supervising and assisting offenders to successfully complete their court mandated periods of supervision; and, providing opportunities for their education and successful integration back into the community.
- Assisting victims of crime; including the management and oversight of restitution payments to crime victims.
- Supporting and conducting Parole Board Hearings
- Providing assistance to state law enforcement and emergency response organizations in support of homeland security, natural disaster response activities, and special events requiring law enforcement augmentation.

To provide these services the Department works in close collaboration and with the strong commitment of other officials and organizations, including the Governor and his staff, the General Assembly, cabinet and other agencies, state boards and commissions, as well as public, private, and non-profit organizations.

Mission

The mission of the South Carolina Department of Probation, Parole and Pardon Services is to:

- Supervise those offenders placed under our jurisdiction;
- Promote public safety in South Carolina communities in close cooperation with state and local law enforcement agencies;
- Provide ready and responsive resources to the Governor in support of the state's Emergency Operations Plan and Homeland Security;
- Investigate cases for the courts and the South Carolina Board of Probation, Parole and Pardons;
- Provide assistance to victims of crime.

Vision

To be recognized as a leader in: Supporting public safety service initiatives to the citizens of South Carolina; creating a culture that values all employees; developing innovative programs to provide quality service to our customers; and, advancing the application of our information management system.

Values

- Integrity
- Fairness
- Teamwork
- Performance Excellence
- Accountability

Key Strategic Goals for Present and Future Years

- To effectively meet our public safety responsibilities
- To continuously improve our processes

- To deliver quality services to our customers
- To be fiscally responsible
- To provide for personal and organizational growth

Barriers and Opportunities

Since June 30, 2001, the Department's budget has been reduced by \$11,903,442 (44.36%) in recurring and \$2,214,000 in non-recurring funds. In FY 2004, 97.03% of General Funds were in personal services, providing limited flexibility on funding reallocations. These budget cuts significantly impacted the number of assigned staff. As of June 30, 2004, the Department had 258 vacancies. These budgetary reductions and declining revenue have resulted in reduced resources and missed opportunities to address Agent hiring and safety equipment needs. However, through proper planning and the reallocation of staff to critical need areas, the Department has been able to sustain minimum impact on its public safety related responsibilities.

Other areas which have been reduced include residential services, drug testing, electronic monitoring, contracts, and operating expense to support staff.

Major Achievements FY 2003 - 2004

- The Department developed several major new initiatives to help offenders successfully reenter their communities and the workplace, through a system of integrated partnerships with service providers.
 - **Learn and Earn Program:** This is a collaborative effort between SCDPPPS and the Department of Education (SCDOE) to support the attainment of a GED by qualifying offenders under probation/parole supervision for this program. This initiative will make these offenders more employable and raise their earnings potential. It will facilitate their ability to pay taxes, take care of their families, and contribute to their communities.
 - **South Carolina Reentry Interagency Collaborative Team (SCRICT):** The Department, in collaboration with other state agencies, formed the (SCRICT). This team, comprised of representatives from DPPPS, SCDC, DOE, HHS, DMH, DAODAS, DSS, ESC, DPS, and SCDVR, has defined its mission and is developing recommendations for improvements to South Carolina's offender reentry practices. They include methods for gathering and sharing information, enhancements to the utilization of resources, the integration of promising practices, and the identification of potential funding for each recommendation.
 - **SPICE Program:** The Department coordinated the development of the SPICE program. This program begun during FY 2003, is an inmate education and employment initiative. The initiative is a faith-based community partnership between SCDC, SCDPPPS, and Greenville Technical College. The SPICE program consists of an institutional component and a parole supervision component which will provide for seamless transition from the institution to the community upon release of participating inmates.
 - **Parole Employment Program (PEP):** The Department coordinated the establishment of the PEP. This initiative is designed to provide vocational and rehabilitation services to all eligible inmates being paroled who have no prospects for employment. Full implementation of this partnership with SCRVD is expected in the fall of 2004.

- **New Pathways Program:** The Department coordinated the development of a grant application to the Substance Abuse and Mental Health Administration (SAMSHA) in an effort to establish the “New Pathways” program in the North Charleston area. This is envisioned as a multi-disciplinary partnership of justice, treatment and support agencies in South Carolina collaborating to address substance abuse and reentry barriers for 17-23 year old high risk offenders released from prison. The target population for this initiative is expected to number 240 per year.
 - **Partnership with DAODAS:** The Department coordinated a new partnership agreement with DAODAS for offenders under probation and parole supervision who are alcohol and drug involved. This partnership will provide more consistent alcohol and drug treatment service protocols statewide through the development of standardized local operating procedures to bring about improvements in referral, service delivery, and progress reporting.
 - **Partnership with the Employment Security Commission (ESC):** The Department coordinated a renewal of its partnership with the ESC as a significant referral resource for linking unemployed offenders to jobs. A strengthened partnership with the ESC and increased focus on offender unemployment directly supports program planning in the area of offender employment.
- Field Operations applied for and received two grants, enabling the purchase of digital imaging equipment at all PPP sites throughout the state. By capturing digital images of all offenders and placing these images on our Offender Information System the Department can now share these images immediately with victims, all PPP staff, and law enforcement agencies worldwide. By the end of FY 2003, Field Operations had taken 47,000 digital images and placed them on the Offender Information System. Prior to the use of digital imaging, the Department took offender photos using Polaroid cameras and film. It is anticipated that this new technology will realize significant cost savings.
- Field Operations developed and implemented a field agent workload model, validated by the Department of Justice. This model supports the distribution of agent work throughout the state in lieu of staff relocations. Using this model, Field Operations was able to establish its minimal workforce needs with 20 less staff, allowing the Department to utilize the approximately \$1,240,000 towards the Department budget reductions. It also improves the staffing allocation process for future hiring.
- Field Operations embarked upon an initiative to provide immediate access to live offender information databases through the use of laptop technology in the courtroom. As of June 30, 2004, 17 counties were using a courtroom laptop, with an additional seven counties expected to become operational by August 30, 2004. Funding made available through a grant will allow Field Operations to install courtroom laptops in each remaining county during FY 2004 – 2005. This initiative is expected to result in significant savings realized through more expedient courtroom proceedings and accelerated case resolutions.
- Field Operations continues to collect blood samples from which DNA can be derived, in support of the national DNA database initiative. In conjunction with this initiative, new legislation enacted on July 1, 2004 significantly expands the type of offenses for which DNA sampling is required. As a result, it is estimated that more than 30,000 samples will be collected by the Department during FY 2004 – 2005.

- During FY 2003-2004, offenders supervised by the Department contributed 334,099 hours of public service work at government and non-government agencies. Calculating these hours at minimum wage (\$5.15) per hour, offenders contributed more than \$1,720,000 of labor to organizations within our state.
- Field Operations coordinated the processing of 1,738 offender transfer requests from South Carolina to other states and the processing of 1,928 offender transfer requests from other states to South Carolina.
- Field Operations staff planned, coordinated, and participated in Operation Clean Sweep III, resulting in 357 arrests.
- Field Operations staff participated in eight exercises conducted by the SC Emergency Management Division. These included exercises in support of hurricane evacuation traffic management, post-hurricane security deployments, and shelter security. The Department expended \$57,249 in operating for these exercises during FY 2004.
- Field Operations staff augmented state law enforcement organizations to provide essential security in support of Martin Luther King Day at the Dome, and the Memorial Day Bike Festival at Myrtle Beach.
- Using grant monies, Field Operations procured 185 800MHz radios to augment Agent safety and improve communications. Field Operations staff designed and created code plugs for the radios to insure communications security.
- Using Homeland Security Grant monies, Field Operations procured 100 Personal Protective Equipment (PPE) Kits. Field Operations created supporting training programs and is coordinating training for 100 Agents in procedures on using the PPE kits.
- Administration created new electronic databases to support the decision making process. These include automated reports for tracking and managing Class One Law Enforcement (C-1) police officer certifications; notifying Judges and Law Enforcement of upcoming parole hearings; and, monitoring and managing the agency's vehicle fleet. These improvements reduce the amount of time staff spends on completing paperwork, thereby allowing more time for other essential mission requirements.
- Administration replaced an old Career Development System (CDS) database that had limited application with a new expanded Agency Information Management System (AIMS). This system allows staff access to a wide range of needed work and personal information in a secure data environment.
- Victim Services began a process to e-mail parole notifications to solicitors and law enforcement officials. This change will represent an annual cost savings of approximately \$8,000 in actual savings with an additional \$14,000 saved in "staff-time".
- At the national level the Department participated in the passage of the new rules of the Interstate Compact which will become effective August 2004. Our Department's Compact Administrator has served as the co-chair of the National Commission's Training, education and Public Relations Committee and assisted in the development and delivery of the new national training curriculum.
- The Department's Quality Director was selected to serve as a National Baldrige Examiner for the fifth year in a row. The national award is presented by the President of the United States each year.

How is the accountability report used to improve organizational performance:

The accountability report serves as an annual assessment and baseline for measuring organizational performance and setting of improvement initiatives. The primary vehicle for setting these initiatives is the Department's strategic planning process and integrated quarterly performance review process.

Section II – Business Overview

SCDPPPS is the only Department in South Carolina providing supervision for adult offenders on probation, parole, community supervision, supervised furlough and adult offenders under youthful offender supervision. The Department is also charged with conducting investigations for offenders who are eligible for parole or those who make application for pardons. The Department stands as the first line of defense between the criminal offender population released to the community from institutional programs, or deemed suitable for community placement by the courts of General Session, the Board of Probation, Parole and Pardons, and the general citizenry of the state. A major component of this unique mission is placing the needs of the victim's community at the forefront. The capacity to place offenders in our residential facilities to ensure gainful employment produces significant returns by way of restitution payments and other monetary obligations. Additionally, the Department's mandate to provide and administer court ordered restitution through the collection and disbursement of millions of dollars annually contributes directly to the well-being of our citizenry.

To support its mission, the SCDPPPS' organizational structure consists of three divisions and the Office of the Chief of Staff. The Divisions comprise Legal, Field, and Administrative Services (Fig. A-2). Each section within these divisions is distinctively different, but all serve to support the mission of the Department.

Total Number of Employees (as of June 30, 2004)

	Authorized	Filled (FY 2003)	Filled (FY 2004)
Classified	960	761	662
Unclassified	5	5	5
Total	965	766	667

Operating Locations

The Department maintains the following operating locations to support its mission and service related requirements: 46 county offices; five county satellite offices (Beaufort, Berkley, Dorchester, Florence, and York counties); two Residential Services Centers (Charleston Community Residential Center, Spartanburg Restitution Center); and, a Headquarters facility in Columbia, SC.

Key Stakeholders

Key Stakeholders are defined as the citizens of South Carolina and other states that are not direct customers, but are affected by the products and services provided by the Department. These also include local, state and national professional associations in which employees of the Department

actively participate by holding officer positions, conducting workshops, or providing other essential support.

Key Customers and Key Services

The primary customer products/services for all key customer segments are being formally defined as part of the Department's strategic and office action planning process (see Cat. 2). Key service requirements for all customer transactions are: Safe Environment; Timely and Accurate Response; Flexible Access; Professionalism; and, Quality in Service and Products (PPP Strategic Plan). See Table A-1 below for a sample listing of key customer segments and key services.

Section	Key Customers	Key Services
Special Operations	Federal, state agencies and law enforcement organizations;	Special operations assistance; information requests/records; safety plans/equipment; special operations training
	Offenders	Information; special assistance
	General Public	Information; special assistance
Field Supervision Programs	Employees; Law Enforcement Organizations	Correspondence and other communications; training; preparation of offender related documentation
	Victims	Correspondence and other communications; payment of restitution monies; documentation in support of parole hearings
	Offenders	Correspondence; supervision requirements; home visits; intervention; warrant service; residence verifications; collection of fees
Programs & Interstate Compact	Employees; SC Dept. of Corrections Employees	Correspondence; YOA residence verifications; YOA release cases; YOA revocation and termination orders; certificates; review violation documentation; presenting violations to hearing officers
	Victims; Offenders	Response to correspondence and other communications
Legal Services	Employees	Training; Legal Advisement and Representation
	Judiciary	Training; Detail Summaries; Court Presentations
	General Public; Offenders	Respond to Case Inquiries and Correspondence
Hearing Section	Employees	Training; Orders of Continuation; Detailed Summaries
	Parole Board	Training; Findings for Revocation Cases; Video Site Coverage
	Judiciary	Training and Detailed Summaries
	Offenders	Respond to Case Inquiries and Correspondence
	SC Dept. of Corrections	Order of Revocations and Detailed Summaries
Parole Board Support Services	Board of Parole and Pardons (Members)	Detailed Summaries, Investigation Reports, Recommendation Request, and Training
	Attorneys	Respond to Inquiries and Correspondence
	Offenders	Provide Hearing Notification and Respond to Inquiries
	General Public	Provide Information on Parole and Pardon matters, Respond to Inquiries and Correspondence
Human Resources	Employees	Job applicant screening; drug testing; classification and compensation; benefits counseling/services; EPMS management; disciplinary/grievance processing
	General Public	Job applicant support processes; drug testing; classification and compensation info. benefits info.
	SC State Office of Human Resources	HR data reporting; EPMS reporting; disciplinary/grievance reporting; EEO reporting
	State Agencies	Job applicant services; database reporting
Quality Management	EMT, Employees	Strategic Planning; Office Action Planning; Performance/Business Improvement Systems Planning, and Implementation; Facilitation
	Employees; Other State Agencies	Performance Improvement/ Business Excellence Consultation/Tng.
	SC Quality Forum	State Baldrige Examiner Tng. Panel of Judges for Governor's Quality Award

Table A.1

Key Suppliers:

The Department conducts business with a large variety of suppliers/vendors, non-profit organizations, and the faith-based community. Our top suppliers/vendors, in terms of business conducted, include the following: Roche/Varian (Drug Testing Supplies), BI Inc. (Electronic Monitoring Equipment and Services); HP (Computer Printers and Supplies); DELL (Computer Rentals); and, the State of South Carolina (examples include, the state telephone system, fleet, liability insurance, and rent). Additionally, non-profit organizations, the faith based community, and the Department's many partners contribute significantly to the Department's efforts in addressing offender needs through numerous relationships, referral services including faith-based services, clothing and incidentals, short term housing and life skills related training.

Expenditures/Appropriations Chart**Base Budget Expenditures and Appropriations**

	02-03 Actual Expenditures		03-04 Actual Expenditures		04-05 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	25,273,948.13	15,085,278.57	23,459,251.63	13,562,674.13	1,915,291.00	11,932,978.00
Other Operating	6,235,087.30	568,521.00	7,276,455.77	511,021.00	9,064,916.00	391,501.00
Special Items	14,463.23	14,463.23	0.00	0.00	0.00	0.00
Permanent Improvements	0.00	0.00	0.00	0.00	0.00	0.00
Case Services	55,080.63	0.00	71,592.59	56,809.38	60,081.00	53,642.00
Distributions to Subdivisions	0.00	0.00	0.00	0.00	0.00	0.00
Fringe Benefits	8,572,974.10	5,130,210.88	8,145,470.10	4,814,850.49	7,431,699.00	4,046,587.00
Non-recurring	0.00	0.00	0.00	0.00	0.00	0.00
Totals	40,151,553.39	20,798,473.68	38,952,770.09	18,945,355.00	38,471,987.00	16,424,708.00

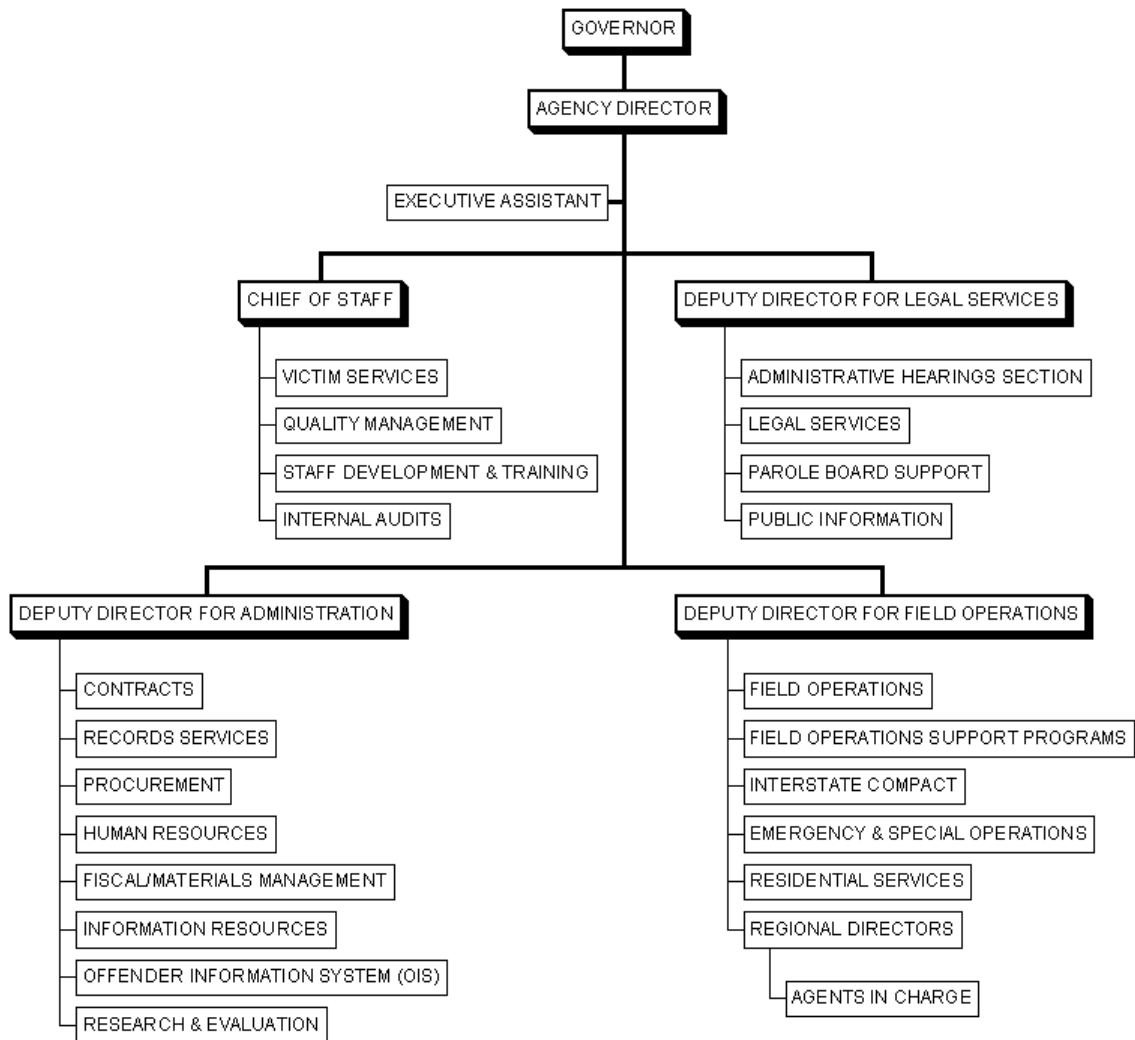
Other Expenditures

Sources of Funds	02-03 Actual Expenditures	03-04 Actual Expenditures
Supplemental Bills	14,463.23	0.00
Capital Reserve Funds	0.00	0.00
Bonds	0.00	0.00

Organizational Structure

South Carolina Department of Probation, Parole, and Pardon Services

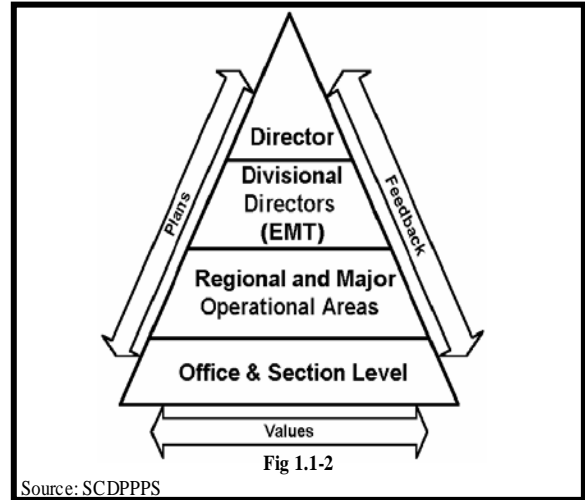
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Category 1 Leadership

1.1 How do senior leaders set, deploy and communicate: (a) short and long term direction; (b) performance expectations; (c) organizational values; (d) empowerment and innovation; (e) organizational and employee learning; and (f) ethical behavior?

- (a) Short and long term direction is set by the Governor. The Governor's direction is communicated by the Department's Director to members of the Executive Management Team, and in turn to division managers and other employees. Communication methods used include telephonic communications, e-mail, one-on-one's, intra office discussions, staff meetings, and the Employee Performance Management System (EPMS). The agency's strategic plan serves to communicate both, short and long term direction and, when completed with supporting Office Action Plans, will provide the foundation for a comprehensive management system linking office goals and performance measures to short and long term strategic goals.



To insure compliance, understanding, and effective communication, division managers conduct regular staff meetings with their respective office employees. Feedback and upward communication is reinforced through the use of a Department-wide, standardized "Project Queue" information matrix (Fig. 1.1-1) that is forwarded by each division manager to their respective Deputy Director and the Chief of Staff on a monthly basis. These methods are an integrated part of our Leadership model (Fig.1.1-2) and Management Support System (Fig. 1.6-1). Both provide for bi-directional communications between all levels of the organization and enable a quick response to issues or concerns of interest to all of the Department's external and internal customers.

South Carolina Department of Probation, Parole, and Pardon Services Field Operations Division Project Queue (County Offices)

Division: <u>(Division Manager)</u>				Update as of: <u>(Report Date)</u>			
Initiative	Action Steps	Owner(s)	Status	Completion Target Date	Progress This Month	Remaining Activities	Issues/Comments

Figure 1.1-1

- (b) Performance expectations are articulated by the Director and Deputy Directors and are reinforced through the EPMS process. Within each office, employees and their supervisors include specific work objectives and performance expectations in each employee's Planning Stage for the coming year. Any incident of non-conformance is addressed verbally, in writing, or through prescribed state government HR regulations, as appropriate.
- (c) Organizational values were developed by the Executive Management Team as part of the Department's strategic planning process, and apply to all of the Department's functions. Key values identified as important to the Department are "Integrity, Fairness, Teamwork, Performance Excellence, and Accountability." Individual employee performance expectations towards modeling these values will be incorporated in the performance evaluation process beginning winter 2004.
- (d) Empowerment and innovation is encouraged and supported. At the managerial and supervisory level, division and office managers are given maximum flexibility to serve their customers quickly, effectively, and efficiently. Managers are expected to transfer empowerment to office staff so that they can work freely within broad guidelines appropriate to their function. Management training on supervisory skills and organizational development topics has been provided to the Department's managers. Innovation is also encouraged within the Department. Any employee may suggest changes to policy, or new ways of doing business, directly to their supervisor, via an electronic template on a shared network drive, or via the cross-functional Agency Policy Review Committee. This process assures a comprehensive review of all submitted suggestions for potential implementation.
- (e) Organizational and employee learning is strongly supported by senior management whether by participation in the Cabinet Agency Training Consortium, attendance at in-house training classes, through programs offered by the Budget & Control Board, the State Government Improvement Network, by attendance at conferences and seminars, by participating in writing this Baldrige-based accountability report, or through training procured through other methods. For example, to increase organizational learning and understanding of the Baldrige criteria each division manager participated directly in a Baldrige/Accountability Report Guidelines Overview training session, and participated in the development of their respective Divisional Accountability Report. This process, modeled by the division's managers, significantly increased learning and organizational understanding of the performance excellence criteria and supporting methodologies.
- (f) Ethical behavior and expectations are addressed as part of New Employee Orientation and specified in Policy 210. In addition, the State Government Ethics and Accountability Act provides clear procedures for investigating grievances and initiating disciplinary actions. The State Ethics Commission requires specified officials and public employees to file Statements of Economic Interest while the South Carolina Bar maintains ethics requirements for all practicing attorneys. In addition, the Department's Director and Human Resources Office conduct Exit Interviews with departing employees with results analyzed for organizational improvement opportunities. These procedures and requirements help insure that ethical guidelines are followed.

1.2 How do senior leaders establish and promote a focus on customers and other stakeholders?

The goals and supporting strategies described in the Department's Strategic Plan provide the primary emphasis and direction for each office's focus on customer service. Office action

plans, to be completed by spring 2005, will be supported by key customer service measures to track service and satisfaction levels. The Department Director's close coordination with the Chief of Staff and EMT ensures that key customer needs and concerns are expeditiously addressed, whether pertaining to legislative, mission related, performance improvement, or quality of life issues. The Department's Public Affairs Office, Internet web page, and published phone numbers for all office functions provide readily available customer access to the Department.

1.3 How do senior leaders maintain fiscal, legal, and regulatory accountability?

The Department uses a variety of methods to insure fiscal, legal and regulatory accountability. These include a multiple stage review of proposed budgets, authorization for purchases, budget review at the divisional manager level, and routine communications by financial staff and legal staff with field staff and divisional managers. Financial information accuracy is validated through internal and external audits, including audits by the State Auditor's Office, with no significant findings reported during the last several years. Regulatory requirements and issues are reviewed by central office senior management, the Department's legal staff, regional, and local managers during regular scheduled staff meetings, in special training sessions, or through electronic mail if necessary. For example, during June 2003, the Field Operations Division conducted training for all field staff to instruct them on new national regulatory requirements for the transfer of offender supervision to states outside of South Carolina. Other training includes annual legal training for all field agents and professional staff. In addition, regulatory requirements that come under the purview of the Office of Occupational Safety and Health Administration (OSHA) have been met without any significant discrepancies noted.

1.4 What key performance measures are regularly reviewed by your senior leaders?

Key performance measures reviewed by senior leadership include program cost effectiveness, offender supervision results including home visits, drug test results, pre-parole investigations, supervision fee collections, and warrant service status. Also, customer request for assistance and information, Minority Business Utilization statistics, victim restitution paid, bed space utilization for our restitution centers, employee turnover rates, and employee training completion and satisfaction data. Our Emergency and Special Operations function also reviews performance data related to the Department's C-1 training initiative, emergency operations including special security deployments, and Special Operations Response Team activities including Warrant Sweeps and Homeland Security assistance. As a new initiative, beginning winter 2004, each office will develop action plans and related performance measures in support of SCDPPPS' Strategic Plan. When complete, senior management will select additional key performance measures for routine review. This composite of key measures will establish the Department's Balanced Scorecard.

1.5 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?

The Employee Performance Management System (EPMS) process and corresponding dialogue between Senior and Division Managers provides the primary method for obtaining feedback on management effectiveness. Other methods include staff feedback obtained through routine one-on-one dialogue between managers and employees, through staff

meetings, exit interview, and feedback obtained from discussions held at leadership related training classes. These sources are used as input to each manager's EPMS Planning Stage.

1.6 How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?

Our Department interfaces with numerous entities on a daily basis including but not limited to the judiciary, state and local law enforcement, victims, partners, and the general public. Our ability to effectively supervise offenders under our jurisdiction, respond to the needs of crime victims, and our many other customers can and does have a direct impact on the well being of South Carolina's citizens. Our ability to address issues of offender accountability is first and foremost and is reflected in our results related to mission accomplishment (Cat. 7.2). Our supporting Offender Information System (OIS) serves as a repository of data from federal, state, and local law enforcement which is kept up to date with the most current offender information, and protected through the use of physical and technological security systems.

Additional methods for obtaining information on program impact and risk factors include partnerships and collaboration with other law enforcement and government entities, service providers, and during meetings with customers and the general public. Partnerships supporting our law enforcement responsibilities and multiple offender life enhancement initiatives (see Achievements section) are carefully managed through our newly created Office of Grants and Program Development. Issues related to the general public are tracked through press summaries of South Carolina newspapers and a compilation of issues and inquiries received by the Department's Public Affairs Office. The Department also maintains contact with the public through its web site and the media. These methods provide information that is consumed by a wide range of individuals and entities, and serve as a front line tool to disseminate information in a timely manner.

SCDPPPS Management Support System

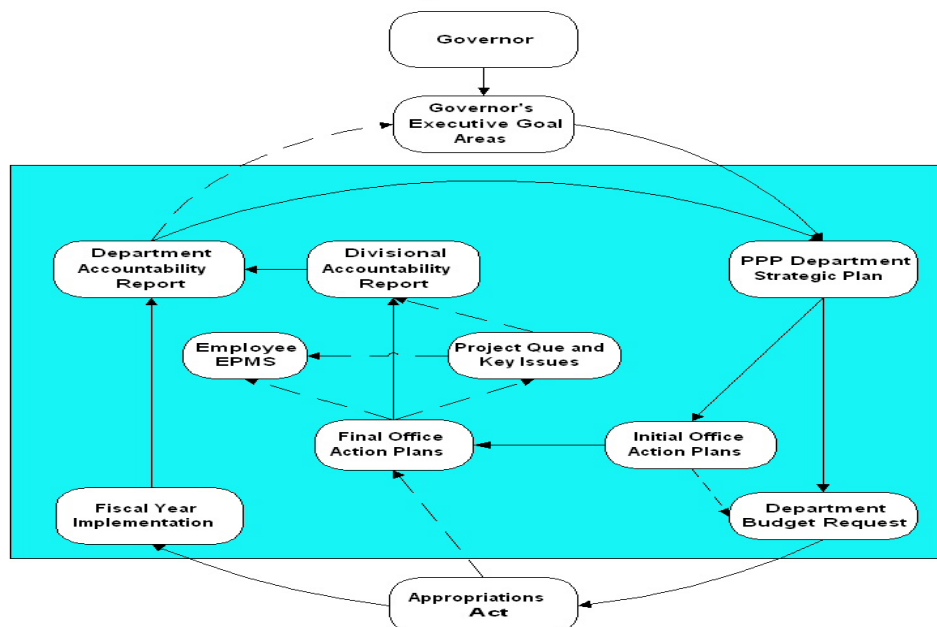


Fig. 1.6-1

1.7 How does senior leadership set and communicate key organizational priorities for improvement?

Improvement priorities for the Department are set and communicated through the Department's Strategic Plan, legislative mandate, and through communication with the Office of the Governor. These priorities are communicated and reinforced within the Department through weekly EMT meetings, quarterly meetings with all Division Managers, and weekly, monthly, or quarterly staff meetings within each division and their respective sections. The use of the monthly "Project Queues" matrix further enhance the flow of information on organizational priorities and the coordination process between the EMT and division managers (Fig. 1.1-1).

1.8 How does senior leadership actively support and strengthen the community, and identify areas of emphasis?

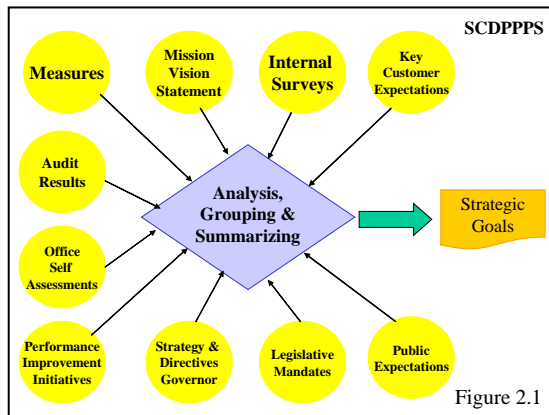
Giving back to the community through joint-partnership initiatives and community volunteerism is strongly supported and encouraged by senior leadership. Joint partnerships with service providers initiated by the Department's senior leadership help offenders successfully reenter their communities by creating opportunities for strengthened family relationships, education, and future employment. These initiatives include the South Carolina Reentry Interagency Collaborative Team, the Learn and Earn Program, the Spice Program, the Parole Employment Program, the New Pathways Program, as well as partnerships with DAODAS and the ESC (see Business Overview; Major Achievements). It is expected that in addition to enhancing successful offender supervision, that these initiatives will also help lower the state's recidivism rate and improve offender unemployment statistics.

In addition to the many joint-partnership initiatives, the Director, Chief of Staff, Deputy Directors and managers throughout the Department actively support the community, with priorities either set by the Governor, the Department's EMT, or through self-initiated participation. The following examples indicate the extend of community support provided by the Department's leadership team: Participation in the United Way Campaign, Community Health Charities, Families Helping Families, Red Cross blood drives, the Court Appointed Special Advocates (CASA) for abused and neglected children, law enforcement explorer programs, the local school mentoring program, the Lunch Buddy program, and Sistercare. The Department's managers also actively participate in the American Probation and Parole Association, the South Carolina Probation and Parole Association, the National Association of Blacks in Criminal Justice, the South Carolina Correctional Association, the South Carolina Law Enforcement Officers Association, Leadership South Carolina, the South Carolina Victim Assistance Network, the South Carolina Quality Forum, and the South Carolina State Government Improvement Network. Additionally, the Chief of Staff serves on the National Board of Directors for the American Probation and Parole Association.

Category 2 Strategic Planning

2.1 What is your Strategic Planning process, including participants, and how does it account for: (a) customer needs and expectations; (b) financial, regulatory, societal and other potential risks; (c) human resource capabilities and needs; (d) operational capabilities and needs; (e) supplier/contractor/partner capabilities and needs?

(a-e) The Department's EMT developed its Strategic Plan using a wide variety of information inputs. These included the Governor's Strategic Initiatives, the Governor's Cabinet, enabling legislation, key legislative and customer service requirements, and from feedback provided by the Department's employees (Fig. 2.1). Following an EMT Strategic



Planning Retreat the draft plan was forwarded for review to a cross-functional team of employees, all division managers and all Agents in Charge (AIC's) of county offices. All were asked to share the draft plan with their respective employees for information and improvement ideas.

Improvement recommendations were considered and incorporated, as appropriate during a subsequent review by the EMT. Planned quarterly EMT reviews of the Department's progress towards achieving its strategic goals and objectives will

ensure plan alignment with mission requirements, customer needs, financial and human resource needs, risk management, and partnership needs and initiatives. In addition, routine reporting of action plan results to the EMT and division managers will provide opportunities for mid-stream adjustments and will serve as a valuable input for the annual full-scale review of the Department's Strategic Plan. A full-scale annual review of the 2003 Strategic Plan is planned for fall 2004.

2.2 What are your key strategic objectives?

DPPPS Goals (see Strategic Planning Chart for linkages to Action Plans)

- Goal #1: To effectively meet our public safety responsibilities
- Goal #2: To continuously improve our processes
- Goal #3: To deliver quality service to our customers
- Goal #4: To be fiscally responsible
- Goal #5: To provide for personal and organizational growth

2.3 How do you develop and track action plans that address your key strategic objectives?

Planned actions for FY 2004 – 2005 include the deployment of the updated strategic plan to all of the Department's offices, the development of supporting office action plans and key measures by each office, and a direct link to each employee's EPMS planning stage. Office action plans will be routinely reviewed at the office, division, and Department level, with financial resources allocated on a prioritized basis, based on the availability of funding. Human resource requirements will be addressed in the same manner. Action Plan timelines and results will be tracked through the Department's Project Queue process.

2.4 What are your key action plans/initiatives?

Samples of current action plans for the Department's initiatives and for our Administrative Division are listed below. Action plans will be more formally created as part of the Department's planned annual Strategic Planning update during fall 2004.

- Fully implement the Learn and Earn Program by fall 2004
- Re-commission the Columbia Restitution Center
- Increase the Youthful Offender Act success rate by 10% (YOA 17-24 years of age)
- Reduce offender drug involvement by 75% through the new partnership with DAODAS
- Increase Vocational Rehabilitation Assessment and Referral Service by 100% through the Parole Employment Program
- Continue implementation of the New Pathways for young offenders initiative (awaiting grant approval)
- Continue to provide information, assistance and emotional support to victims attending parole and pardon hearings (2,053 people attended hearings in FY 03-04)

Administrative Division: Key Action plans/initiatives

Human Resources	Meet all legal and regulatory requirements To be responsive to the customers needs in a timely manner.
Research and Development	Preparation of the Annual Statistical Report, Field Operations Key Indicators Report, Workload Model, Mapping Project and MOA's with National Law Enforcement and Corrections Technology Center-SE and USC
Information Technology	System uptime, robust scalable network infrastructure, optimum system functionality, determination of optimum operating capacity based on customer requirements. Measured by the industry standards and periodic review of customer needs.
Offender Information Services	Installation of two additional process servers, conversion of operating system from Unix to Linux, upgrade database application for Sybase, provide enhancements to the OIS database to provide customers efficient use of the information.
Materials and Records Management	Monitor and update contracts grid quarterly, process procurement requests within five days of receipt, and provide research requests within five days of receipt.
Fiscal Management	Ensure compliance with internal and external requirements, processing of payables within fifteen days of receipt, distribution of victims restitution within twenty-five days of receipt, and providing a 99% accuracy rate of projections for EMT.

Fig. 2.4

2.5 How do you communicate and deploy your strategic objectives, action plans and performance measures?

Upon completion of the annual review process, the Department's Strategic Plan will be cascaded in a series of briefings from the EMT to divisional managers, and in turn, to office managers and individual employees. The strategic plan, office action plans, and key related performance measures will be made available and maintained on the Department's Intranet web-site beginning early 2005. At present, our Field Operations Division has in place key measures related to offender supervision that directly support our strategic goals and county office plans. These measures provide accountability from Agent, to county, to region, and to the statewide level. The Department's first-line managers and leadership have electronic

access to this information and related performance measures between the hours of 6:00 a.m. and 10:00 p.m. each work day.

2.6 If the agency's strategic plan is available to the public through the agency's internet homepage, please provide an address for that plan on the website.

The updated DPPPS Strategic Plan will be available at www.dppps.sc.state.us no later than winter 2004.

Category 3 - Customer Focus

3.1 How do you determine who your customers are and what their key requirements are?

The Department's key customers are identified through legislation that defines our mission, as well as the Governor and his Cabinet, the General Assembly, and our own Policy and Procedures. Key customers include, Offenders, Victims, Criminal Justice Agencies, the Parole Board, partner organizations, other State Government Agencies including Emergency Response Agencies, and citizens who are direct recipients of the Department's services. For example, the Section of Special Operations' customer segments consist of the following: Municipal Law Enforcement, State Law Enforcement, Federal Law Enforcement, Salvation Army, Red Cross, Out of State Agencies, SORT-Special Operations Response Team, Emergency Operations Agents (Shelter duty), Emergency Operations Centers, General Public, and other State Agencies. These customers require our assistance in the areas of training, manpower, general and emergency operations management, intelligence sharing and investigatory services. Customer and stakeholder requirements are identified through legislative mandates, direct communications, surveys, focus groups, interviews, direct customer feedback via the Internet, participation in forums, monitoring of legislative activity, court proceedings, Parole Board proceedings, workshops, conferences, and observation. Customers for the Department are more precisely segmented as related to the type of services provided by each section (Table A.1).

3.2 How do you keep your listening and learning methods current with changing customer/business needs?

The Department's Senior Leadership strongly supports and encourages employees at all levels to take advantage of every contact with constituent groups to understand their concerns and expectations, and to either address those concerns or, if outside of their span of control, to forward them to the Department's Senior Leadership. Mission accomplishment, including key customer expectations, and an analysis of strengths and areas for improvement are addressed through the Department's assessment and improvement planning processes. For example, the Office of Victim Services uses several approaches to obtain information from victims to improve services. In addition to attending parole hearings and listening to victim's concerns, victims may also submit letters, e-mails, a videotape, or petitions on their behalf. A "Suggestions/Comments" box has also been placed in the victims waiting area to provide an additional source for obtaining customer information.

A continued focus on providing services for Hispanic citizens provides another example of the Department's ability to adept to changing customer needs. Initiatives have included entering into a business relationship with Hispanic Outreach to conduct cultural training for select employees, contractual arrangements with service providers to provide translation

services for agents, victims, and offenders over the phone and, if needed, in person, and extra salary incentives during the hiring process for Spanish speaking agents.

The Department's multiple partnerships with law enforcement and service provider organizations, and the newly designed website provide further listening and learning opportunities. Additional methods for listening and learning are described in Table 3.2-1, with customer access methods described in Table 3.2-2.

To effectively address complaints, the Department maintains a comprehensive complaint and investigation protocol to enhance responsiveness. This process is conducted by the Division of Field Operations.

<i>Listening & Learning</i>
Agency Web Site Regional Conferences Solicitor's Association General Sessions Court Judges Summary Court Judges Municipal Association Association of Counties Victims Association General Assembly Faith Community Senior Management & Line Staff Direct Calls Complaints
<i>Approach & Processes</i>
Internal Investigations Focus Groups Suggestion Process Policy & Procedures Review Process

Table 3.2-1

Enabling Customer Access	
Access Mechanism	How Determined
County & Satellite Offices	Customer Feedback
Dedicated Personnel: Victims Coordinators, OSERP, Volunteer Coordinators, PSE Coordinators	Customer Feedback; Strategic Direction Inputs
Print and Electronic Media	Available & Emerging Technology; Customer needs rapid and ease of access
Voice mail, E-Mail, FAX, Cell Phones	Available Technology

Table 3.2-2

3.3 How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?

The Department's offices use a variety of approaches to improve services to existing programs and to develop new services. These include formal process improvement committees and panels, and informal methodologies that may be addressed by simple process changes within an office. In addition to our strategic planning and review process, formal process changes suggested through customer input are first forwarded to our Department's cross-functional Policy and Procedures Committee and the primary process owner for review and comment. Once the initial review is completed the proposed change recommendation is forwarded by e-mail to all employees, providing an opportunity to comment on suggested changes before the committee finalizes their recommendation to our Department's Senior Managers. An annual policy review process, managed by this committee, uses this same method to ensure policy currency. Examples of other methods used to integrate customer input for improving services, include our Parole Board review process. As a result of inputs from the victims community, the Parole Board is now allowing victims to speak at Parole Board hearings and to record individual Board member's votes on the record. Another example is the Staff Development and Training Office's use of end of course evaluations and cross-functional Design a Curriculum (DACUM) panels to modify existing or to create new lesson designs. These panels are comprised of customers, instructors, curriculum design experts, and supervisors/managers. Informal input from customers may also be used to improve services such as suggested modifications to automated information or scheduling of classes.

3.4 How do you measure customer/stakeholder satisfaction?

The Department measures customer satisfaction and mission accomplishment using a variety of methods. These include post exercise/emergency response evaluations, focus groups, training evaluations, and through daily communications with customers. For example, the Special Operations Section measures customer satisfaction through discussions and post-emergency response or exercise evaluations with agencies following joint operations. A general staff review of overall agency performance and lessons learned is also added. The Office of Victim Services measures customer satisfaction from victims following their attendance at parole hearings. Informal methods used by individual sections within the Department include the analysis of e-mail messages, voice mail, and written correspondence.

3.5 How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.

Each office views its customer base somewhat differently based on the type of services provided (Fig. A-1). In the Field Operations Division great care is given to ensure solid and productive partnerships with local law enforcement entities and service providers. Regular meetings are held within the respective county operations to maintain and improve lines of communication and briefings to allow us to understand local law enforcement needs, and also to share with them an understanding of our constantly evolving operations. Senior staff members meet with Sheriffs and Chiefs to facilitate cooperative relationships. Special Operations serves a similar function in relation to federal law enforcement to ensure good lines of communication, coordination of effort and execution of plans, especially concerning the apprehension of fugitives in our state and throughout the United States, as well as security operations related to Homeland Defense.

Additional examples are provided by the Office of Victim Services' Victims Advisory Council and the Office of Residential Services. The Council, which meets on a quarterly basis, consists of 20 victims and victim advocates from across the state who provide feedback on how the Department can enhance its services to victims. The Office of Residential Services builds relationships through meetings with victims, offenders, and family members, in addition to e-mail, telephone communications and written correspondence. Relationship building is further reinforced, in all offices, through participation in cross-agency committees, participation in professional associations, or by assisting individual offenders, or by assisting other agencies in the support of their mission, training activities, or the state's initiatives related to Public Safety and Homeland Security.

Category 4 - Information and Analysis

4.1 How do you decide which operations, processes and systems to measure for tracking financial and operational performance?

At the Department level, key measures are determined by the Director, in consultation with senior leaders. These include measures related to key mission requirements, special operations, financial performance, customer service, and employee workload distribution. At the division and section levels measures are based on performance tracking requirements, and include those levied by the agency's senior leadership, published Departmental policies and procedures, laws and regulations including the S.C. Code of Laws, and the published procedures and practices of the Board of Pardons and Pardons.

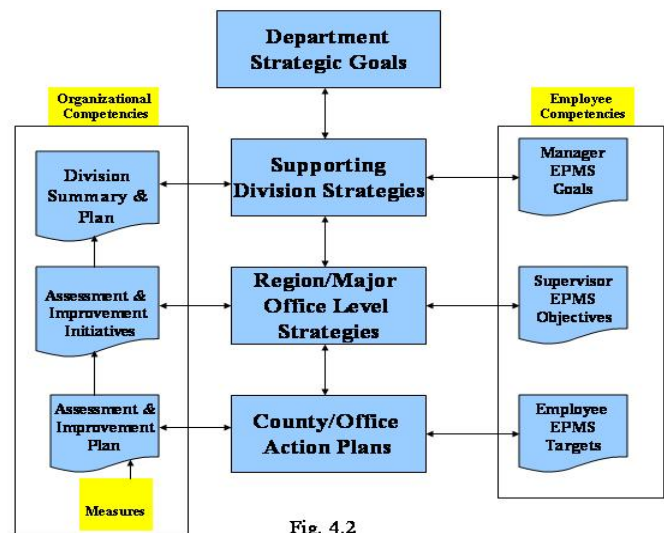


Fig. 4.2

Key measures related to offender supervision, financial, and HR related performance, supported by real time database information and Department wide access provide essential information at all organizational levels to support fact-based decision making (see Cat. 4.3). The Department's measurements system will be further strengthened by the planned development of a Balanced Scorecard for key Department level measures, and Office Action Plans and their related measures to support all organizational levels and the Department's strategic plan (Fig. 4.2).

4.2 What are your key measures?

In addition to key financial measures, the Department selected seven core mission related measures that best determine productivity and effectiveness in the supervision of offenders. These measures include Home Visits, Drug Testing Response, Pre-Parole Investigations, Offender Financial Obligations (Restitution, Fines, and Fees), and Process Service. Other

key measures include agent workload distribution, the timeliness of responding to offender interstate transfer requests, total number of legal cases heard and outcomes, victim restitution payments, and employee turnover rates.

4.3 How do you ensure data quality, reliability, completeness and availability for decision making?

Each office within the Department performs unique and complimentary tasks, all are interrelated in support of the Department's mission and public safety related initiatives. To support mission accomplishment the Department created and maintains an integrated computer network that incorporates multiple, linked databases. The state-wide computer network, supported by approximately 75 servers, provides daily access and current information for decision making via databases including the Offender Information System (OIS), Parole Information Center (PIC), Agency Information Management System (AIMS), and the State Agency Budgeting, Accounting, and Reporting (SABAR) system, a comprehensive and integrated financial management system. The OIS, with information on over 50,000 active offenders, and PIC with over 80,000 records on current or former inmates, share certain data elements on offenders between our Department's offices and the Department of Corrections. The AIMS database provides immediate access to our Department's employees on information including leave balances, salary and withholding data, emergency notification information, and training records. This system was further expanded to include a database and application for the tracking of the Department's weapons, armored vests, and radios. In addition, AIMS has recently been expanded to include a capability for online ordering of supplies through the Procurement Section, and the tracking of mileage and maintenance records for the Department's fleet of vehicles. Accuracy and completeness for all of the Department's databases is determined through daily, weekly, and monthly data reports that are reviewed by management, supervisors, and data users.

Data integrity and availability is ensured through a variety of methods. These include computer tape back-ups, remote storage of data files and fireproof boxes in the Department's county office locations, back-up power supplies for all computers, mirrored files on servers, and a three-tier virus detection process including the workstation, server, and firewalls. Additional security is provided by personal passwords, and location security measures at the Department's Central Office, county offices, and remote data storage locations.

4.4 How do you use data/information analysis to provide effective support for decision making?

A majority of the data and information used to support daily decision making is made available through the Department's integrated computer databases. These include the Offender Information System (OIS), Parole Information Center (PIC), the State Agency Budgeting, Accounting, and Reporting (SABAR) system, and the Agency Information Management System (AIMS). The Department also maintains data and information linkages with the national crime network information systems such as the National Crime Information System (NCIC), and the National Law Enforcement Telecommunications System (NLETS). Access is based on a need-to-know basis and controlled by individual employee computer linkages and passwords.

To support organization wide data and information needs related to offender supervision, the Division of Field Operations developed key performance measures and targets for Home Visits, Warrants Service, Absconded Offenders, Fee Collections, Drug Testing, and

Percentage of Full Revocations. These measures are further segmented into 12 specific performance indicators (Figs. 7.2-1 through 7.2-3, and 7.2-7 through 7.2-8). The primary supporting database OIS, contains real-time information that can be segmented by county size (based on offender population within a county), by individual counties, and by an Agent's badge number. This information is made available to Agents, Supervisors, and Managers based on a need-to-know basis. In addition, a recently developed and validated Agent Workload Model (Fig. 7.2-10) is currently being used to equalize the offender related workload between county offices. Other automated systems such as the OIS and PIC system, and the use of laptop technology in the courtroom provide real-time information on offenders directly supporting the Parole Board's decision making processes and courtroom hearings.

The Department's SABAR system is the primary data and information source for the Accounting and Finance, Budget, and Materials Management Offices. For these areas a combination of database (SABAR) analysis and manually created spreadsheets provide current information related to fiscal and materials management information needs.

Additional examples of the Department's data and information analysis processes include the Special Operations Section that routinely reviews all of its operations, processes and systems. The office studies and measures those services that provide information to make improvements, such as studies on radio system compatibility between our agency's agents and the Sheriff's Departments. The Office of Staff Development and Training uses information obtained from the CDS component of AIMS to determine training requirements and course completions. Using primarily manual methods, the Office of Residential Services determines methods of employment strategies that result in the highest levels of offender hiring, to help determine future strategies for our residential programs.

This combination of real-time offender database management, linkage to national information networks, in-house databases, and manual development of spreadsheets and other analyses methods provides an effective blend of data and information to support decision making at every level of the organization.

4.5 How do you select and use comparative data and information?

The Department and its divisions are an integral part of a variety of national networks in which they constantly work to identify performance measures that are common to its mission. Once these measurements begin to serve as standard benchmarks within the profession, it will better position the Department to identify best practices and improvements. Use of comparative data from other jurisdictions has been difficult. In many instances comparisons are difficult to achieve due to disparate mission requirements, jurisdictional authority and responsibility, and decentralized organizations. However, the Department does reviews a multitude of practices from other states including parole investigations, supervision violations, and the application of technology for supervision purposes and also compare its law enforcement core training and operational procedures to the recommended standards used by the South Carolina Criminal Justice Academy and the South Carolina Highway Patrol. In another example, the Office of Residential Services compares its services to standards set by ACA, APPA, and NIC.

4.6 How do you manage organizational knowledge to accomplish the collection, transfer and maintenance of accumulated employee knowledge, and identification and sharing of best practices?

The Department uses a variety of methods to insure that valuable employee knowledge is shared, transferred, and maintained. Primary methods include on the job training, peer mentors, succession planning and staff meetings. For example, in response to anticipated retirements during the next five years, each divisional manager within Field Operations was tasked with developing a succession plan for key roles within their respective areas of responsibility. In addition, to insure that best practices are routinely shared, whether offender supervision related or administrative, the Field Operations Division routinely includes best practices as part of its monthly state-wide Agent-in-Charge (AIC) meetings. At these meetings AIC's from throughout the state share work methods and supervision strategies from their own offices that they found to produce significantly improved results.

Category 5 - Human Resources

5.1 How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?

Employees are provided opportunities to develop and utilize their full potential through both, formal and informal mechanisms. Each is intended to encourage learning, improve quality, customer and employee satisfaction, and performance levels.

The formal method for developing and motivating employees is through the Employee Performance Management System (EPMS) and the Department's annual awards process. As part of the EPMS process, each employee and his/her supervisor jointly develop a Planning Stage that identifies key job tasks, responsibilities, and performance expectations. Beginning in early 2005, the Planning Stage will also include the employee's training plan for the next performance review cycle. Additional formal methods include annual awards such as Employee of the Year, Manager of the Year, Administrative Staff Member of the Year, Agent of the Year, and the County Award of Excellence. Other incentives include tuition reimbursement and pay increases for additional skills and knowledge (limited by funding availability), length of service recognitions, and flexible work hours based on job requirements (approximately 65% of the Administrative Services staff utilize the flexible work hour option).

Informal methods include scholarships for attending national conferences, attendance at external training courses offered by other state agencies and the State Training Consortium, workshops and seminars (limited by funding availability), recognition at staff and public meetings, luncheons, and encouraging and supporting employees to work on inter-divisional and inter-agency team projects.

5.2 How do you identify and address key development and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?

The Department uses a variety of information sources to determine training needs. These include the EPMS process, C-1 police officer training requirements, safety training requirements for field office personnel, training requirements for Victims Coordinators, legal

training and certification requirements, and training needs identified by management to support other job skills development, leadership development, and performance improvement initiatives.

As part of the EPMS process, training needs are assessed through individual interactions between supervisors and employees. Beginning in early 2005, each employee's Planning Stage will include a proposed formal training plan. These plans will be aggregated and analyzed by our Staff Development and Training Section to help determine and to prioritize the Department's training offerings and initiatives. Follow on EPMS review cycles and the Department's existing integrated personal information database (AIMS), serve to track training accomplishments and each employee's professional development progress. For other categories of employees office managers and their employees together identify training needs. This includes temporary employees such as high school students that work for the Department in summer jobs and in coordination with the Columbia Urban League; and, college students that work as interns.

5.3 How does your employee performance management system, including feedback to and from employees, support high performance?

The EPMS process and open-door policy provide an effective forum for ongoing feedback between supervisors and employees. Work related goals and objectives are included in the EPMS Planning Stage and the supervisor and/or office manager routinely works with the employee throughout the year to monitor progress toward those goals. An open-door policy throughout the Department allows each employee timely access to his/her supervisor to whom they can go immediately with questions or suggestions, allowing everyone to contribute to the overall work system.

5.4 What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?

The EPMS process and intra-office discussions provide important feedback on employee well being, satisfaction and motivation. Work environment issues are discussed during monthly staff meetings and as specific issues arise. These issues are addressed with care to foster a team environment and to assure that all team members' perspectives are valued and considered. Additional information is obtained through the state grievance process, and exit interviews with departing employees. Products and services made available that promote and support employee well-being, satisfaction, and motivation are depicted in Fig. 5.4-1.

Products and Services made available to employees to assist well-being, satisfaction, and motivation

- Law Enforcement safety equipment
- Tuition Assistance Program
- Medical Service for Agents
- Chaplaincy Program (SC LEAP)
- Employee Assistance Program
- Wellness Committee
- Employee/Volunteer Recognition

Source: SCDPPPS OHR

Fig. 5.4-1

5.5 How do you maintain a safe and healthy work place?

Maintaining workforce safety is a major area of focus for the Executive Leadership. The Department maintains a dedicated Special Operations section that addresses safety concerns and initiatives as well as emergency operations and recovery throughout out various state-wide locations. Emergency plans and related policies for protecting employees during normal work and emergency operations, including building evacuations, have been developed and reviewed by all employees. Periodic exercises serve to validate emergency plans and procedures. The Department also maintains a designated Workplace Safety Officer, a Workplace Safety Committee, and has written Safety Policies. Supporting county office safety plans and specially trained employees are in place to assist with any incidents as a result of interaction with offenders or in response to fires or hazardous weather conditions. Health in the workplace is promoted in a variety of ways (Fig. 5.5-1). Annual updates regarding communicable diseases are provided to all staff. Employees Health screenings are frequently offered to employees throughout the state at a minimal cost including breast and prostate cancer screenings, and flu shots. Free health workshops are available and health information is distributed from the Budget and Control Board's sponsored Prevention Partners group. The Department, in addition, tests employees for HBV, TB and for illegal drug use. An annual Agent fitness assessment (Policy 135) and the expansion of fitness related programs for the Department's Agents further enhance employee health. In addition, the use variable work schedules help employees balance personal and professional lives, reduce work related stress and contribute to emotional health and well-being.

Sample of Wellness Programs Made Available to the Department's Employees

- Regional Health Screenings
- Spring Wellness Walk
- Digestive Problems Workshop
- Migraine & Headache Health Seminar
- Healthy Heart Workshops
- Women's Reproductive Health Seminar
- Chronic Disease Management Workshops
- Weight Management Workshops
- Stroke Education Seminar
- Brown Bag Lunches on Health related issues

Fig. 5.5-1

5.6 What activities are employees involved with that make a positive contribution to the community?

The Department's employees participate in wide variety of community support activities. These include: professional association memberships, speakers at criminal justice classes in surrounding schools, at civic functions, participation in the United Way fund drive, the March of Dimes' "Buck a Cup" campaign, Red Cross blood drives, Families Helping Families, providing direct assistance to Sistercare, the Epworth Children's Home, summer camps for children at risk, mentors for troubled children, the Lunch Buddy Program, Habitat for Humanity, the Salvation Army Bell Ringers Program, and many other programs designed to improve our communities and quality of life for the citizens of our state.

Category 6 – Process Management

6.1 What are your key processes that produce, create, or add value for your customers and your organization, and how do they contribute to success.

The Department's key business processes are aligned with our core mission requirements and special operations support needs (see mission statement in Executive Summary). Using a

structured and systematic approach, a cross-functional Policy and Procedures Team, that includes representation from every Division including management and staff, reviews all recommendations for new as well as changes to existing policies. Prior to finalization, draft policies are forwarded to all employees for review and input. This input is considered as well as budgetary, human resource, technology requirement, and the goals of the Department's Strategic Plan. Once finalized, responsibility and accountability for each policy is ensured through the assignment of a senior manager as the process owner. Process owners are responsible for defining process purpose; identifying customers; understanding customer requirements; documenting the process; developing the appropriate measures and controls as well as assuring that the controls are properly used. They are also responsible for forming and prioritizing process improvement teams, as needed, to effect further improvements.

Field Operations Core Mission Processes and Requirements

Mission Process	Process Requirements
Offender Home Visits	Conduct offender home visits to verify residence and to assist in the monitoring and enforcing of offender's compliance with general and special conditions.
Pre-Parole Investigations	Prepare investigations to prepare case summaries for consideration by the SC Board of Pardons and Pardon
Restitution	Monitor, track, and enforce payments
Fines	Monitor, track, and enforce payments
Fees	Monitor, track, and enforce payments
Offender Drug Testing	Monitor offender drug usage and respond to positive tests
Warrant Service	Serve warrants within 30 days of issuance. Total warrants served

Fig. 6.1-1

Communication on policy changes is accomplished through staff meetings and e-mail notifications. In addition, a mandatory annual policy review process ensures process reviews and currency/validity checks for all existing policies.

The use of cross-functional committees, performance improvement teams, and a systematic and structured approach ensures that the Department's key processes are aligned with its strategic plan, and includes reviews of all applicable statutory and legal requirements, and existing policy and procedures.

Continuous improvement methods and initiatives, including the use of the annual accountability report to identify and prioritize organizational improvement opportunities, provide additional approaches for enhancing departmental effectiveness and efficiencies.

6.2 How do you incorporate organizational knowledge, new technology, changing customer and mission related requirements, cost controls, and other efficiency and effectiveness factors into process design and delivery?

The Department is intrinsically linked to the process of incorporating organizational knowledge and new technology with customer requirements. Initiatives in place include: the use of videoconferencing to conduct parole revocation hearings and to support the Youthful Offender Violations process; and, employee staff meetings at which evolving customer needs are discussed and acted upon (see achievements section: GED, laptops in courtrooms initiative, etc.). In a new initiative the Department has recently deployed a Field Operations

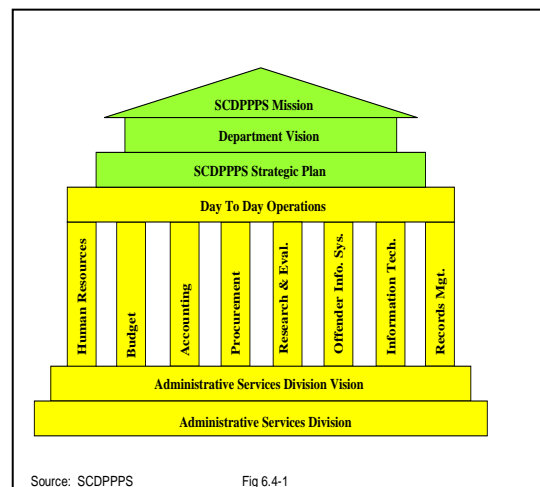
survey to obtain employee ideas on how to further improve effectiveness, efficiency and cost savings. Survey results, when available, will be forwarded to the Department's EMT for consideration and integration into the Department's strategic planning process.

6.3 How does your day-to-day operation of key production/delivery processes ensure meeting key performance requirements?

Although day-to-day production and delivery processes vary by office, instant access to a variety of databases, including OIS, PIC, and AIMS are used by managers and staff to review up-to-date information on the Department's key processes. Information provided by these databases is supplemented by a variety of weekly and monthly reports including those that are used to track financial expenditures, offender information, bed space utilization at our Restitution Centers, the timeliness of victim notifications, and training completion and recertification requirements. The Department's Operations Command Center, provides instantaneous status reports and communications via telephones, hand held radios, and e-mail to the SORT during exercises, and routine and emergency operations.

6.4 What are your key support processes, and how do you improve these processes to achieve better performance?

Key support processes are an integral part of the Department and vital to mission success. The primary support processes are housed in the Administrative Division, Office of the Chief of Staff, and Legals Division. Key support processes for the Administrative Division (Fig. 6.4-1) include financial management and services, database management, IT network support, procurement services, fleet management, records management services, recruiting and hiring services, and benefits counseling and services.



Customer requirements for support processes, as defined in the Department's Strategic Plan, are to provide a Safe Environment, Timely and Accurate Response, Flexible Access, Professionalism, and Quality in Services and Products. Service related processes are improved through the Department's formal design and delivery process methodology (see Question 6.1), or through informal methods within each section or office. The Department does not distinguish between support requirements for its external and internal customers.

6.5 How do you manage and support your key supplier/contractor/partner interactions and processes to improve performance?

The Department manages relationships with its suppliers and vendors by providing timely documentation, expectations, and feedback on vendor performance. Vendor selection is based on the South Carolina State Procurement Code, with special emphasis placed on minority and women owned businesses (achieved 175% of Department's goal). Bids for large projects are evaluated for cost effectiveness and performance requirements and standards.

Vendors are held to the standard required for the specific contract. Any disputes are first addressed by the Procurement Office, and if unable to resolve, elevated to the Budget and Control Board's Materials Management Office. Routine interactions and constructive two-

way feedback between vendors and the Procurement Office helps build relationships and contributes to performance improvements.

The Department also values its partnerships with a wide variety of organizations. These include state and national criminal justice agencies, including the Departments of Public Safety, Corrections, Social Services, Juvenile Justice, and other state agencies, as well as the South Carolina Victim Assistance Network, and the South Carolina State Government Improvement Network. National partnerships include the National Institute of Corrections, the American Probation and Parole Association, the American Correctional Association, and the Baldrige National Quality Program. Relationships are nurtured and monitored as our Department participates in partnerships designed to improve the future of current offenders, participates in joint emergency operations and homeland defense activities, participates in information sharing activities on best practices, and participates in joint training events on both, the state and national level.

Category 7 - Results

7.1 What are your performance levels and trends for the key measures of customer satisfaction?

The Department is currently developing its formal measurements processes related to customer satisfaction. Completion is planned during spring 2005, as part of the Department's Office Action Planning process.

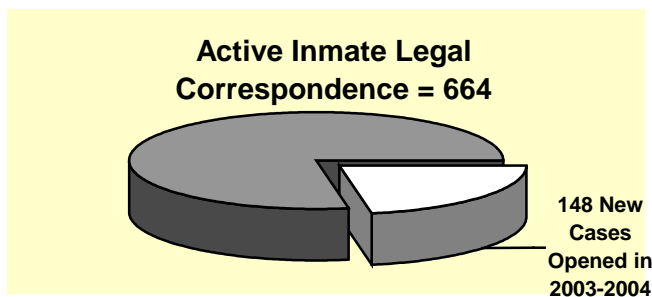


Fig.7.1-1

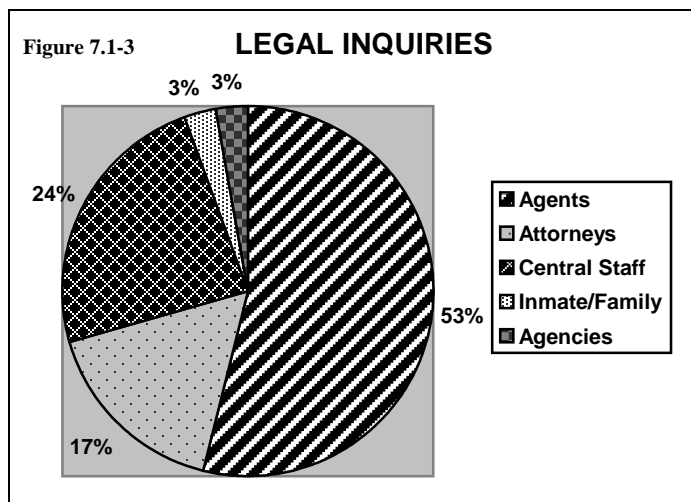


Fig. 7.1-2

7.2 What are your performance levels and trends for key measures of mission accomplishment?

The Department's balanced performance measures yield an effective and comprehensive view of the impact of offender supervision across the state and down to the county and Agent level. These measures include: Offender supervision (Figs. 7.2-1 through 7.2-10); Special Operations Operational Participation/Results (Fig. 7.2-11), Residential Services results (Figs. 7.2-12 through 7.2-13), and Victim Services results (Figs. 7.14 through 7.2-15). Fig. 7.2-1 represents the cumulative totals for all 12 measures and all county offices (see "explanation of codes" for specific measures). The horizontal blocks on Figs. 7.2-1 and 7.2-2 represent 100% increments; the highest attainable score for each measure. This type segmentation supports the analysis of data for each county office, as well as to the Agent level.

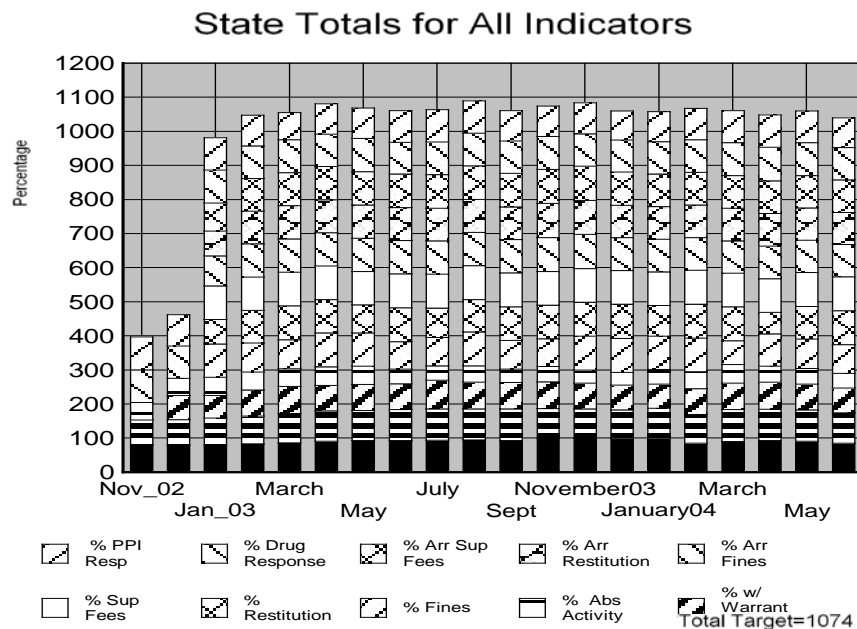


Fig. 7.2-1

Note: Measurements initiated November 2002

Source: SCDPPPS Research and Evaluation

Explanation of the Codes:

Hi HV % - Percentage of High Supervision Home Visits Completed

Int HV % - Percentage of Intensive Supervision Home Visits Completed

% Resolved – Percentage of Warrants issued during the month versus those with activity within 30 days of issuance

% Acted On – Percentage of activity on cases in absconded level for the month

F Oblig % - Percentage of the initial fine that is satisfied versus that which has not been satisfied at the time the case closes

R Oblig % - Percentage of the initial restitution that is satisfied versus that which has not been satisfied at the time the case closes

SF Oblig % - Percentage of the initial supervision fee that is satisfied versus that which has not been satisfied at the time the case closes

F Arr % - Percentage of fine accounts less than six payments in arrears out of the total accounts in arrears

R Arr % - Percentage of restitution accounts less than six payments in arrears out of the total accounts in arrears

SF Arr % - Percentage of supervision fee accounts less than six payments in arrears out of the total accounts in arrears

% Drug Resp – Percentage of positive test or confession which are responded to by the Agent

%PPI Resp – Percentage of pre-parole investigations completed within required time frames

Charleston Total Indicators

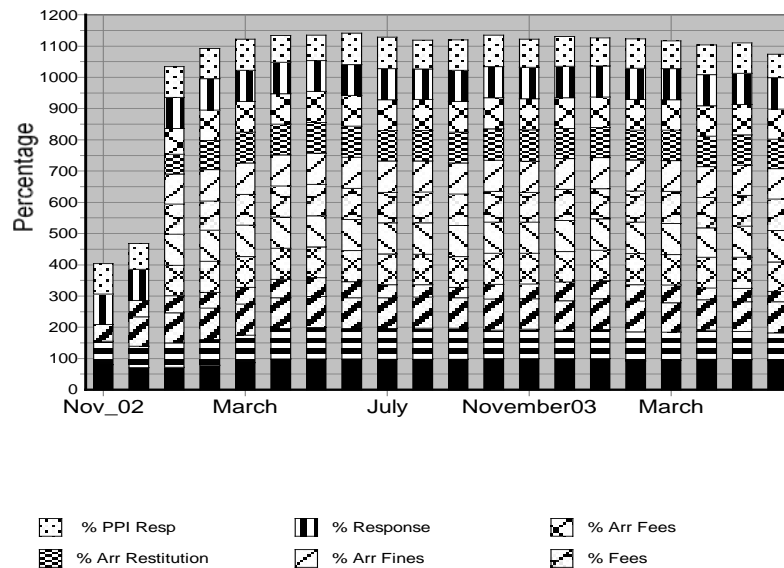


Fig. 7.2-2

Big Four Counties

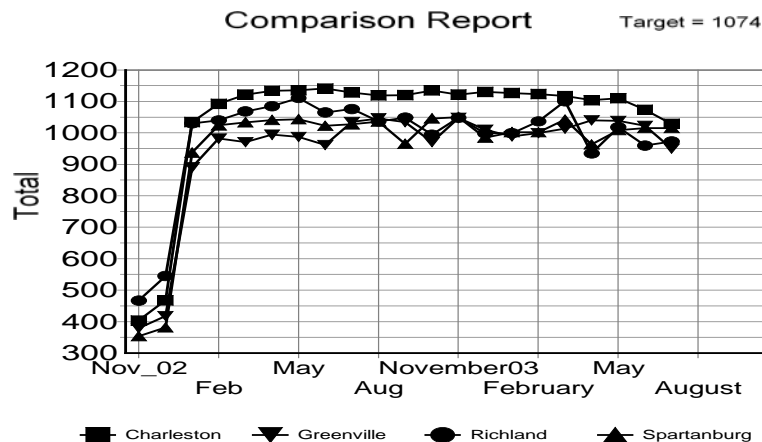
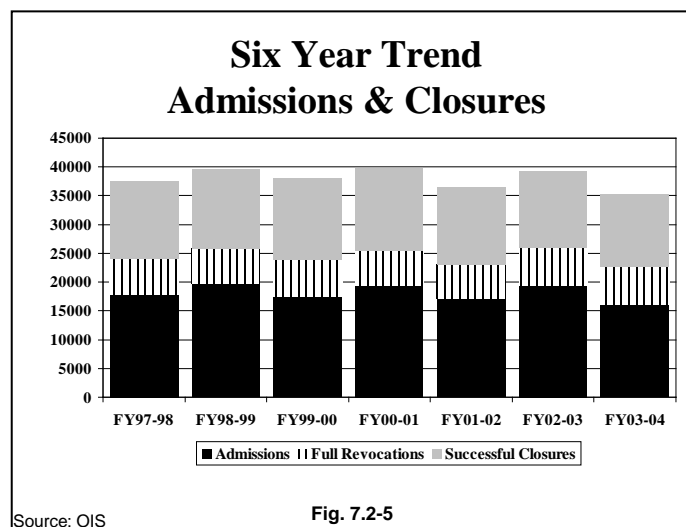


Fig 7.2-2 represents the cumulative totals for all 12 measures segmented for a sample county. Fig. 7.2-3 depicts a comparison of all measures between similar size counties (size based on offender population).

Fig. 7.2-3

Fig. 7.2-4 depicts a slight downward trend in the offender population since 1997, compared to a precipitous decline in available Agents in the last two years. The spike in the Department's Agents during 2000 is due to an organizational realignment that added Hearing Officers and Parole Examiners as a resource to Field Operations.

Fig. 7.2-5 shows a relatively unchanged six year trend for Admissions and Successful Closures.



The Agent caseload comparison against 12 other states (Fig. 7.2-6) is based on a National Institute of Corrections survey that was completed in 2003 at the request of this Department. The 12 states used for comparative information were the states that responded to the survey. South Carolina's caseload data comparison is as of 6/30/2004.

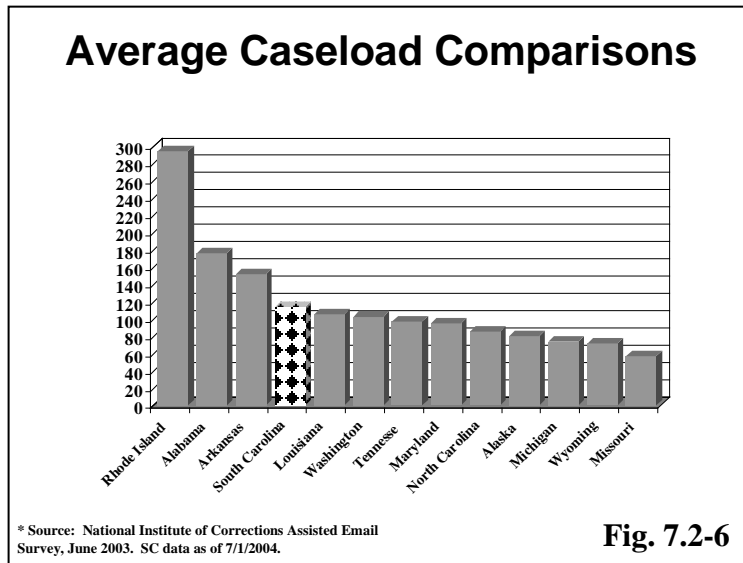


Fig. 7.2-6

As a result of budget cuts, the Department adjusted its programmatic requirements governing drug testing, resulting in the decline FYs 2002 through 2004 (Fig. 7.2-7). The Department initiated a change from testing 100% of offenders to testing only high risk offenders and those identified with a predictable or prior history of drug use.

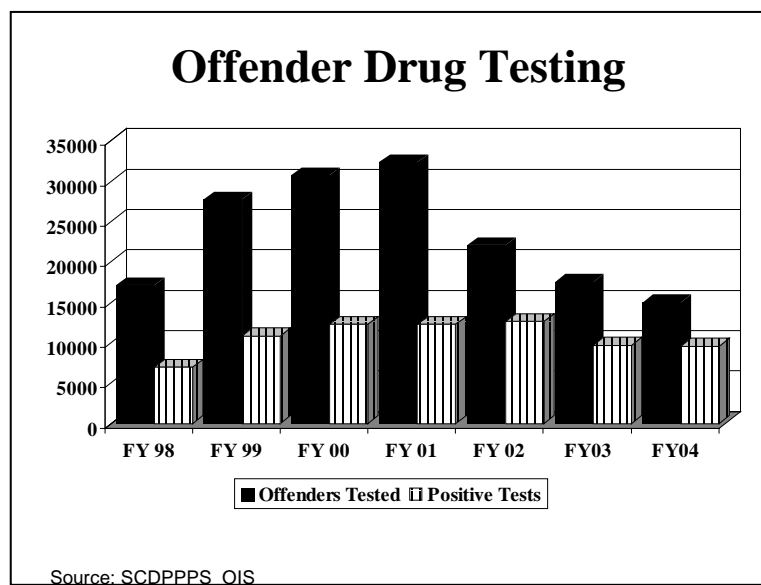
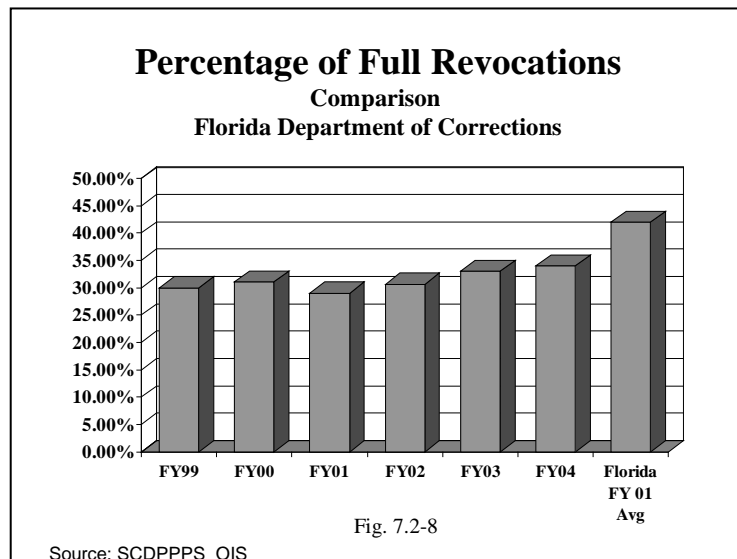


Fig. 7.2-7

Fig. 7.2-8 reflects the Department's aggressive pursuit of intermediate sanctions as opposed to granting full revocations. These include: home detention, public service employment, or assignment to a restitution center or residential center.

Benchmark research yielded one state with a standard addressing full revocation. A full revocation means that the offender violated the conditions of probation resulting in the judicial imposition of the suspended sentence



Budget reductions, loss of professional staff, and a corresponding increase in the unemployment rate all contributed to the slight decline in the average success rate since 2001 (Fig. 7.2-9).

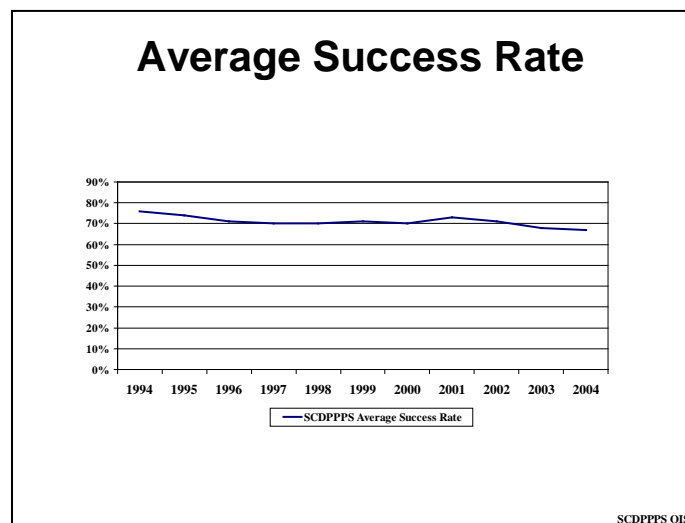


Fig. 7.2-9

In order to better understand the workload requirements of the county offices of the Department, a task force composed of Agent staff members was asked to develop a list of activities that were performed to accomplish the responsibilities of each office. This list was

developed into a survey that was sent to a random sample of Agents across the Department. The survey's purpose was to validate the list of activities and to develop times associated with each activity. The model is currently being used to balance Agent workload between counties. Fig. 7.2-10 represents the distribution of duties for an Agent, and the average percent time spent on each of these duties. This chart does not include leave time (annual, sick, family, military, etc.) and holidays.

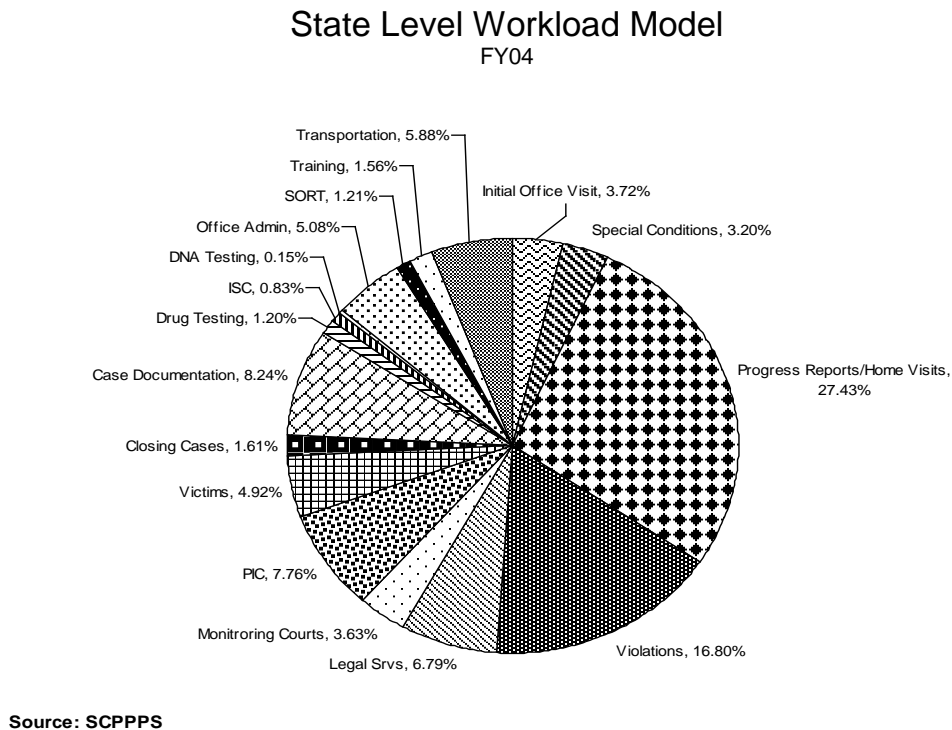


Fig. 7.2-10

OSEPR: Operational Participation/Results

Special Operations	Participation Level/Results
Operation Clean Sweep III (Warrant Sweep)	357 Arrests
Martin Luther King Day (Security)	304 Agent Hours
Memorial Day Bike Festival (Security)	3979 Agent Hours
Emergency Operations	Participation Level/Results
Traffic Evacuation Drill	Key Special Operations Staff
Hurricane Response Table Top Exercise	Key Special Operations Staff
Earthquake Response Table Top Exercise	Key Special Operations Staff
DPS Functional Hurricane Response Exercise	Key Special Operations Staff, Limited Agent Staff
Homeland Security	Participation Level/Results
Weapons of Mass Destruction Workshop (x2)	All Special Operations Key Staff

Fig. 7.2-11

The decline in admissions (Fig. 7.2-12) between FY02 and FY03 reflects the closure of a restitution center. The declining trend in successful completions through FY03 is primarily due to the declining economy with reduced opportunities for offender employment. The Department has begun to address these challenges by developing a variety of partnerships

(see achievements) to more actively engage the business, education, and faith-based communities.

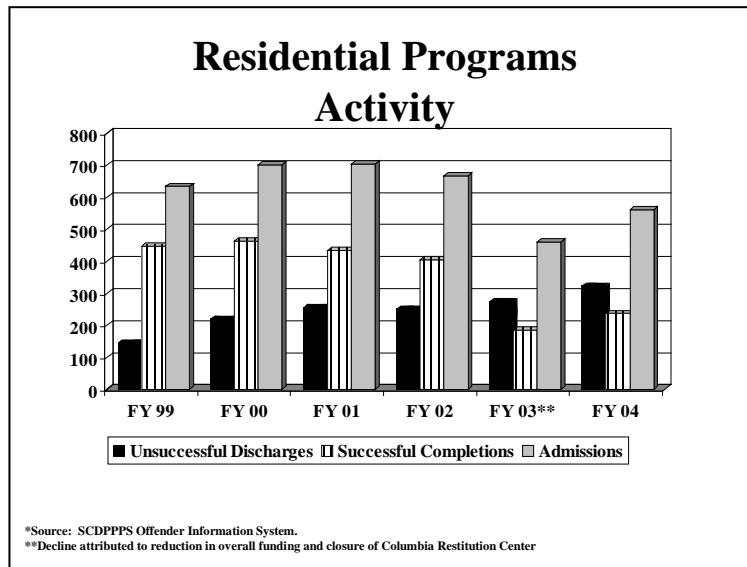


Fig. 7.2-12

Fig. 7.2-13 depicts a slight one year drop in bed day utilization during FY 02-FY 03. The Department has coordinating a streamlined coordination and admissions process with county offices which is currently in place (also see Fig. 7.2-12 and related comments).

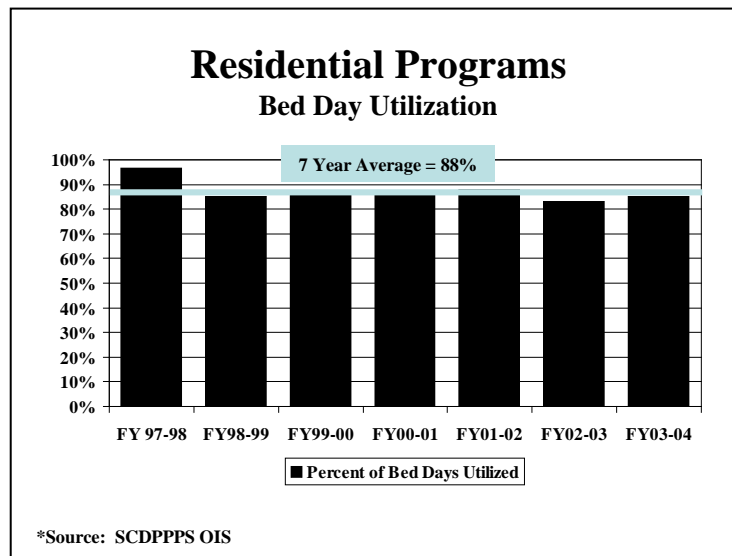


Fig. 7.2-13

The decrease in requests for assistance and information by victims (Fig. 7.2-14) is primarily due to the Truth-in-Sentencing bill which disqualifies many for parole considerations, increased coordination with county solicitors, and increased public education on the parole process by the Office of Victim Services through written materials and public presentations.

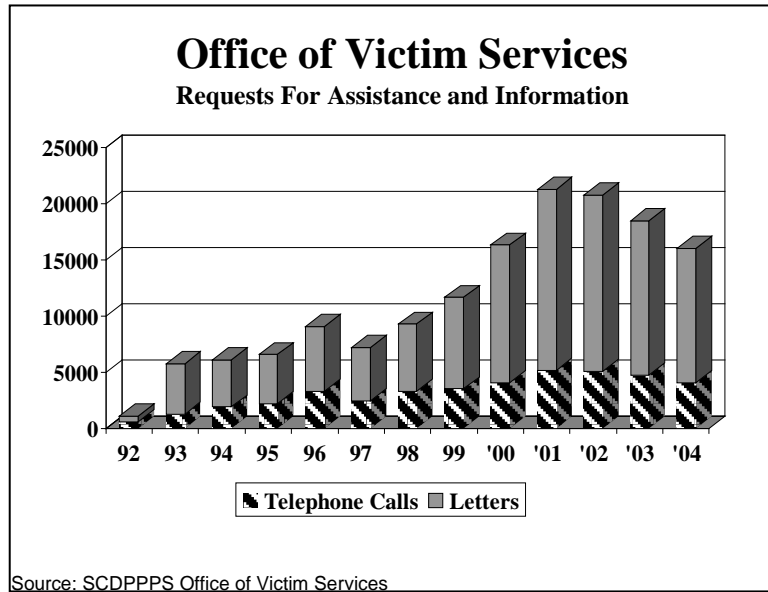


Fig. 7.2-14

The significant increase in the number of victim impact statements/notification requests received (Fig. 7.2-15) is primarily due to the Office of Victim Services' initiative to improve the coordination process with county solicitors.

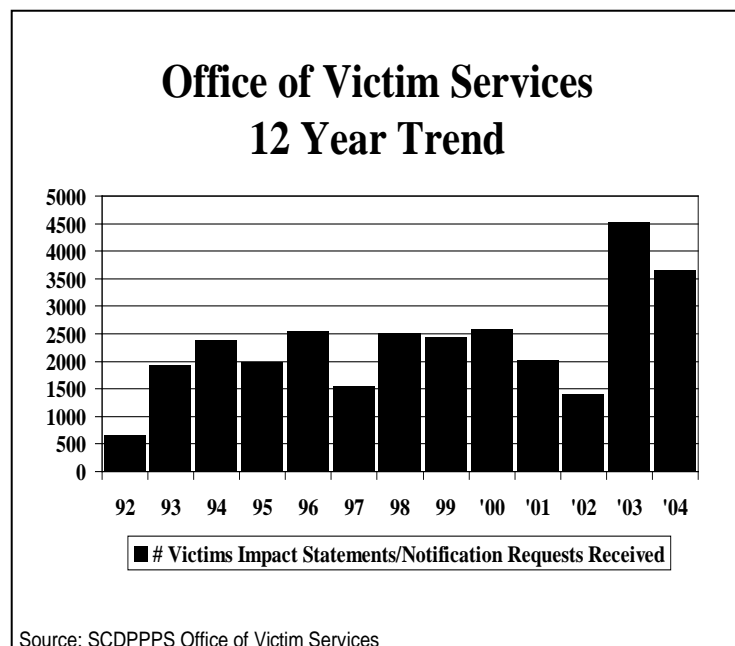


Fig. 7.2-15

Fig. 7.2-16 depicts the impact of victim opposition on parole rejections.

Note: The Parole Board conducted 59 hearing dates during FY 2003-04, with over 9,000 hearings scheduled. The cost to conduct these hearing represents 1.24% of the overall agency budget.

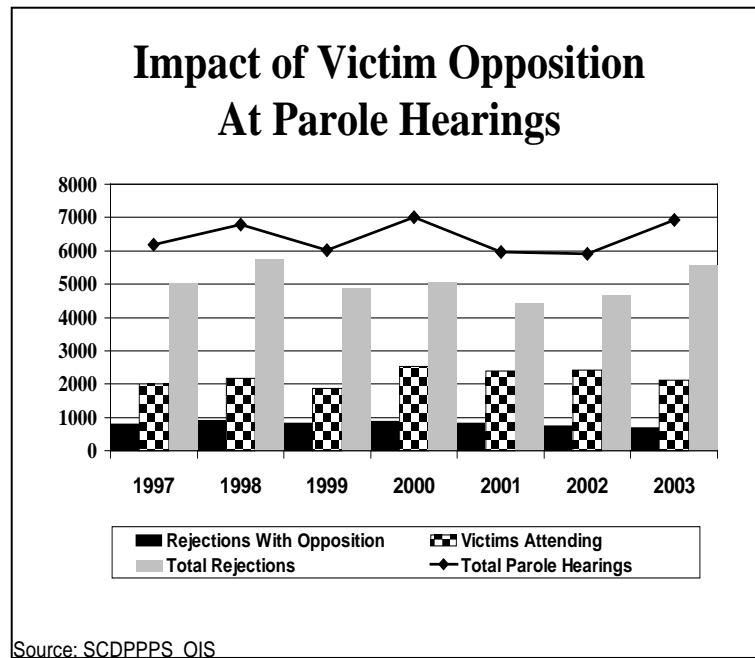


Fig. 7.2-16

Fig. 7.2-17 represents the percentage of Paroles granted compared to the national average.

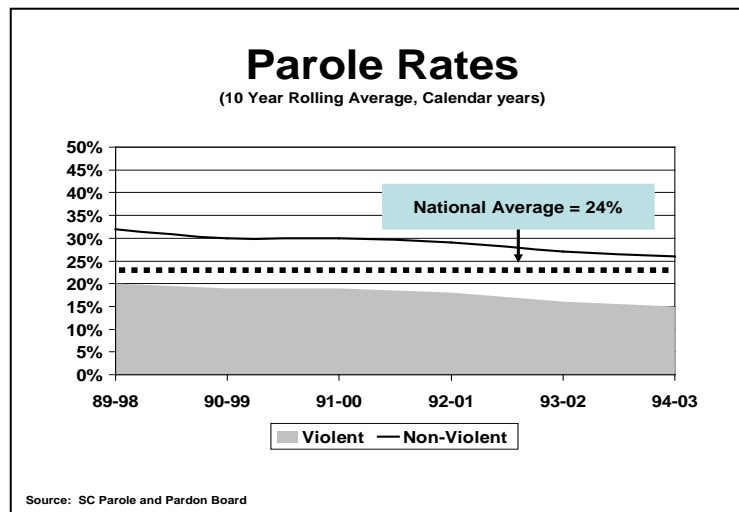
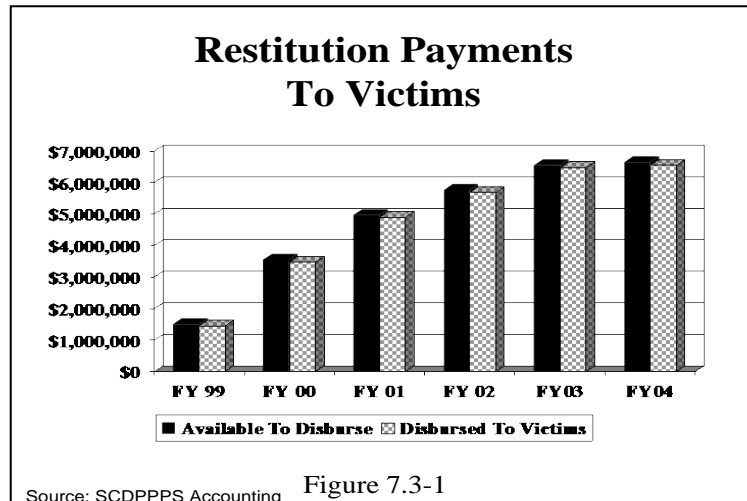


Fig. 7.2-17

7.3 What are your current levels and trends of financial performance?

The Department has very finite resources to bring to bear on the challenges it faces in conducting its mission critical activities. Financial data is continuously reviewed especially in consideration of ever shrinking budget capacities and cuts exceeding 44.36% since June 30, 2001 (includes FY 2004-05 Base Reduction).

Figure 7.3-1 shows the total dollar amount of restitution payments collected and disbursed to victims. Also see Fig. 7.3-2.



The Restitution Center program emphasizes victim restoration through offender paid restitution. Offenders must maintain employment and perform unpaid public service, with individual assessments completed against each offender.

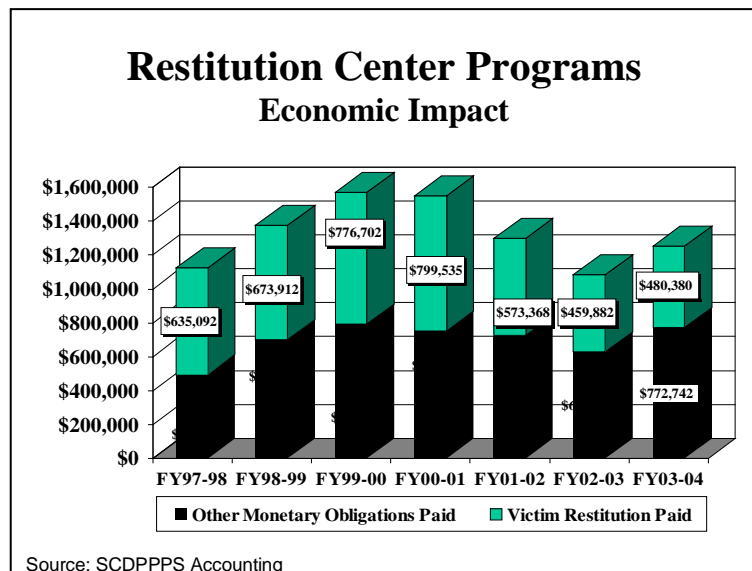


Fig. 7.3-2

Fig. 7.3-3 depicts offender fees collected as a result of administrative violation hearings. These fees and fines were paid by offenders as an alternate option to incarceration. The FY02-03 to FY03-04 increase in Restitution payments and decrease in Fines is due to increased awareness within the offender population of non-payment consequences. The increase in Supervision Fee collections is due to a \$15.00 increase in monthly supervision fees.

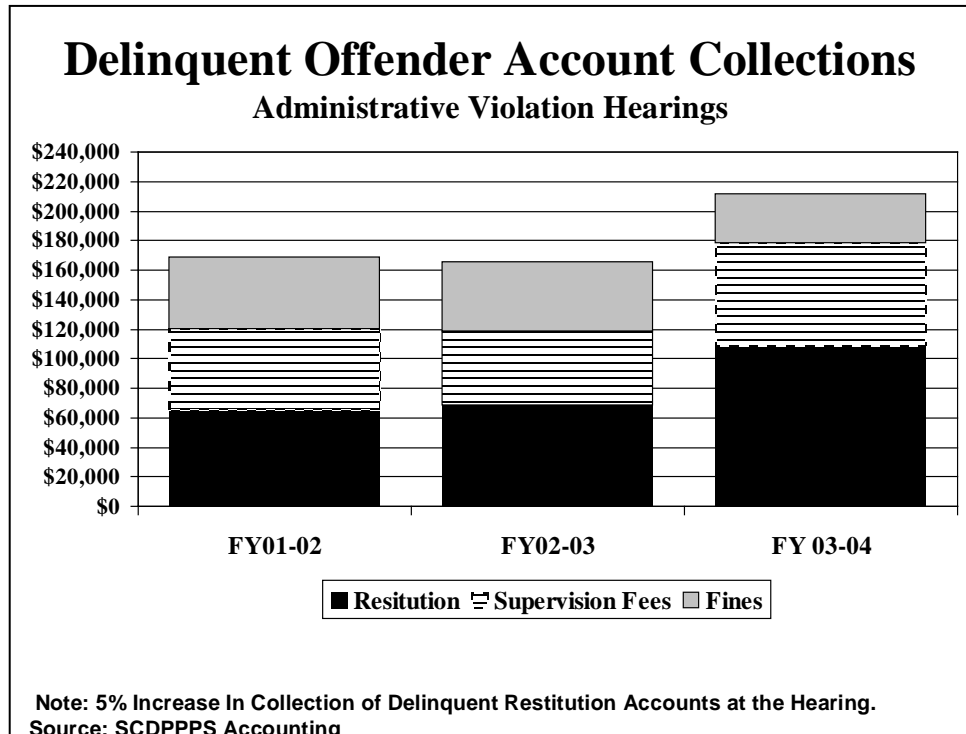


Fig. 7.3-3

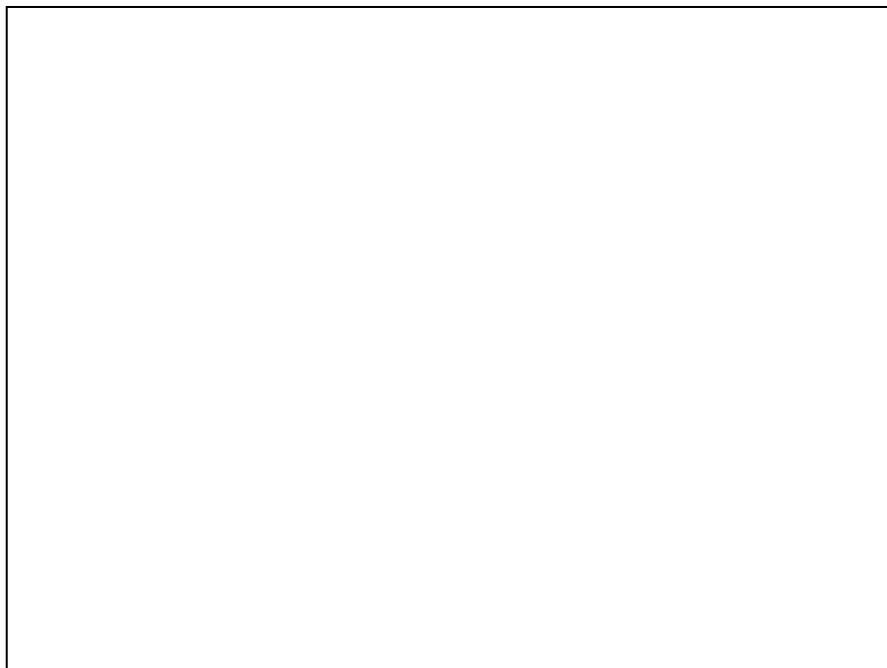


Fig. 7.3-4

The Department has very finite resources to bring to bear on the challenges it faces in conducting its mission critical activities. Financial data is continuously reviewed especially in light ever shrinking budget capacities and cuts of 44.36%. Total costs by program area, total cost by type, cost of supervision by program area, and disbursement activity for Department administered restitution accounts is critical.

Fig. 7.3-5 compares the cost of supervision from FY 1999-00 through FY 2002-2003.

Cost of Supervision				
	FY 2000-01	FY 2001-02	FY 2002-03	FY 2003-04
Regular Supervision Costs	\$2.80	\$2.67	\$2.68	\$2.61
Cost Per Day – All Levels	\$3.56	\$3.42	\$3.15	\$3.07
Intensive Supervision Costs	\$9.87	\$11.74	\$9.85	\$9.49
Home Detention without Electronic Monitoring	\$13.12	\$15.61	\$13.10	\$12.62
Home Detention with Electronic Monitoring	\$16.77	\$18.80	\$16.78	\$16.47
Residential Services Per Bed Day Costs	\$41.17	\$36.30	\$33.78	\$36.89
Source: SCDPPPS Cost of Supervision				
SCDC Total Fund				
Inmate Cost Per Day	\$46.78	\$41.03	\$38.25	Not Available
Source: Inmate Cost Per Day from SCDC				

Fig. 7.3-5

Fig. 7.3-6 illustrates the number of disbursement checks issued during the fiscal year by the Department.

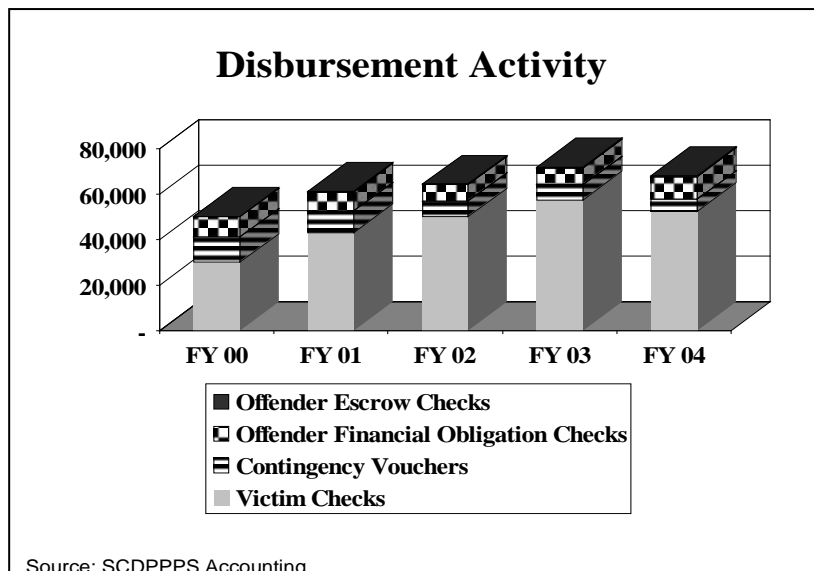
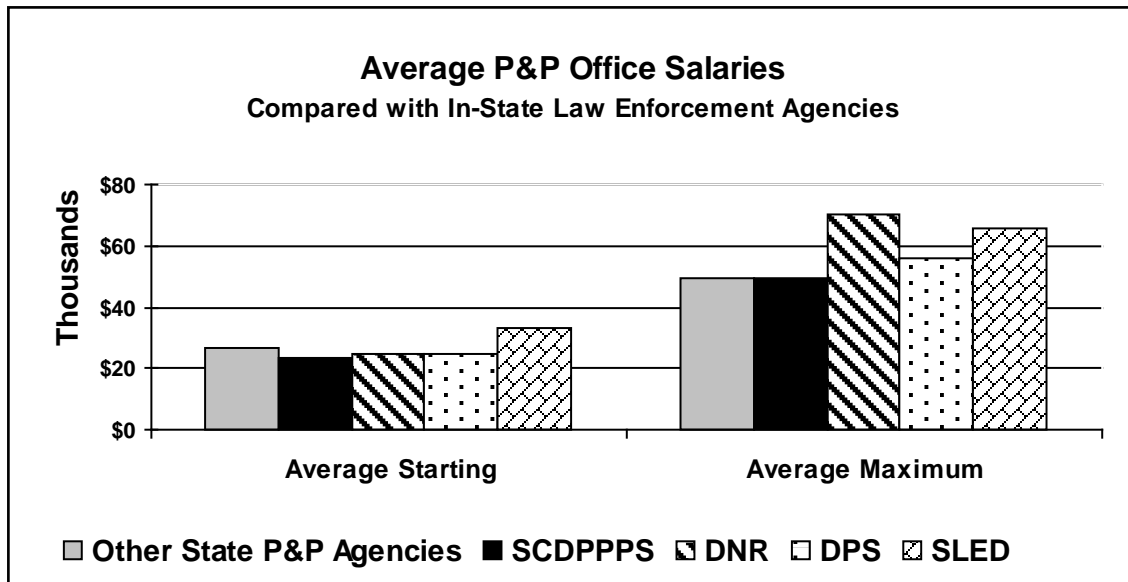


Fig. 7.3-6

During January 2000, the Budget and Control Board, Office of Human Resources issued a report on “Salary and Career Path Review for South Carolina Law Enforcement Officers”. In that report Agent staff in the Department was recognized as being the number one group in need of salary adjustment. Agent salaries continue to be low as compared to in-state law enforcement agencies.

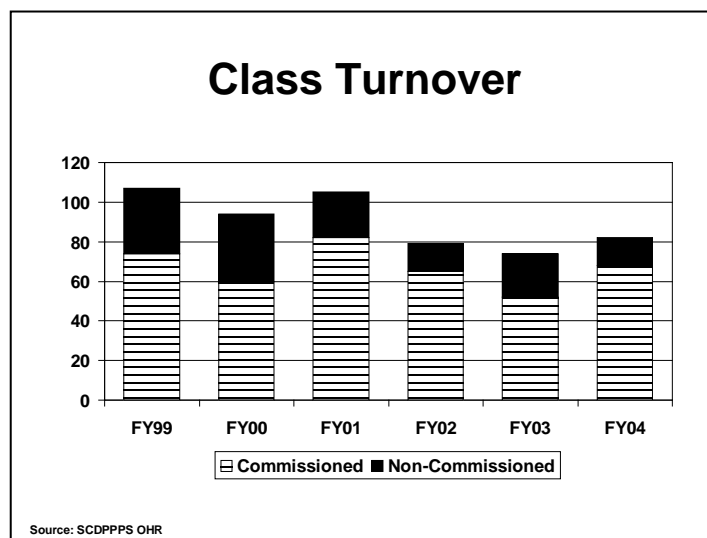


Source: SCDPPPS OHR

Fig. 7.3-7

7.4 What are your performance levels and trends for the key measures of employee satisfaction, involvement, and development?

The Department considers employee turnover as an important measure of employee satisfaction (Fig. 7.4-1). Specific measures reviewed include employee turnover by class (administrative and Agent), Agent turnover by classification, Agent turnover by reason, administrative staff turnover by reason.



Source: SCDPPPS OHR

Fig. 7.4-1

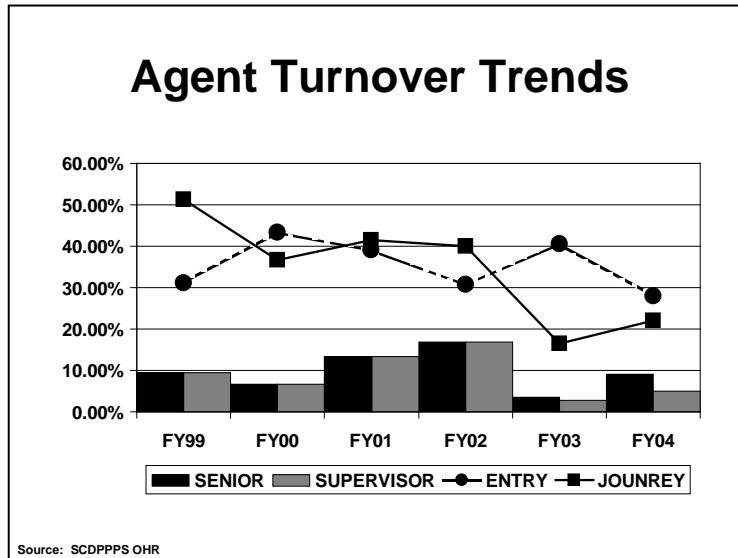


Fig.7.4-2

Figure 7.4-3 represents the effects of budget cuts since July 1, 2001 upon Department staff.

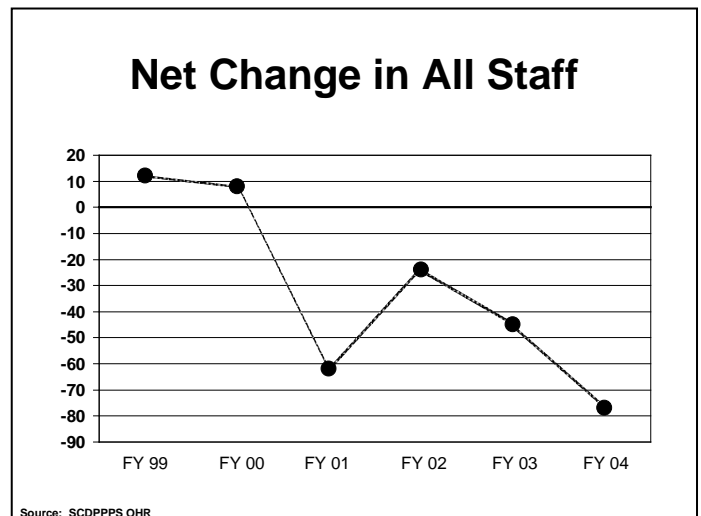
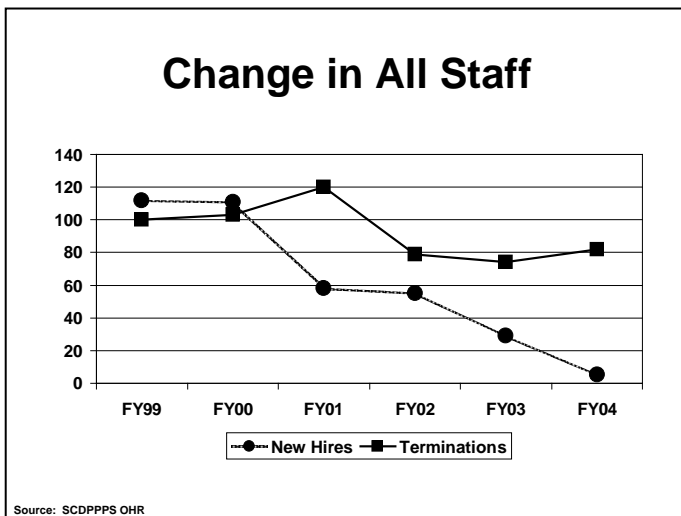


Fig.7.4-3

Employee Training Results:

This past year, the primary focus for SDT continued to be on the completion of the Class-1 Law Enforcement certification for all targeted staff and ensuring that certified staff maintained their certification. Currently, 438 agents (97%) are C-1 certified. Additionally, SDT ensured that all certified staff maintained their certification by providing the mandated training for re-certification.

7.4 What are your performance levels and trends for the key measures of supplier/contractor/partner performance?

Additional Department level measures to be developed during 2004 - 2005.

7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship?

The Department did not have any regulatory violations or significant findings by external auditors during the fiscal year. In the area of Equal Employment Opportunity, the Department achieved a rating of 90.2%, placing it in the top one third out of 63 state agencies.

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 02-03 Budget Expenditures		FY 03-04 Budget Expenditures		Key Cross References for Financial Results*
15050000	Offender Supervision: To supervise offenders under the Department's jurisdiction.	State:	17,909,418.08	State:	16,439,776.23	Fig. 7.3-3
		Federal:	25,135.00	Federal:	431,446.12	Fig. 7.3-4
		Other:	15,590,782.23	Other:	15,863,798.63	Fig. 7.3-5
		Total:	33,525,335.31	Total:	32,735,020.98	
		% of Total Budget	83.50%	% of Total Budget	84.04%	
15150500 & 15152000	Residential Services: To provide life skill training and employment for high risk offenders under a highly structured residential setting.	State:	0.00	State:	0.00	Fig. 7.3-2
		Federal:	0.00	Federal:	0.00	
		Other:	1,719,927.99	Other:	1,829,706.36	
		Total:	1,719,927.99	Total:	1,829,706.36	
		% of Total Budget	4.28%	% of Total Budget	4.70%	
15200000	Parole Board: The Board has the sole responsibility for granting or denying paroles and pardons, revoking, modifying, or rehearing paroles and making recommendations on petitions for reprieves and commutations referred by the Governor.	State:	453,244.21	State:	403,130.98	Fig. 7.2-16 Note
		Federal:	0.00	Federal:	0.00	
		Other:	83,235.04	Other:	79,202.73	
		Total:	536,479.25	Total:	482,333.71	
		% of Total Budget	1.34%	% of Total Budget	1.24%	
15050000	Victim Services: To provide crime victims with information and notification concerning offenders on probation, parole and appearing before the Parole Board.	State:	0.00	State:	0.00	Fig. 7.3-1
		Federal:	0.00	Federal:	0.00	Fig. 7.3-4
		Other:	303,293.49	Other:	196,080.05	Fig. 7.3-6
		Total:	303,293.49	Total:	196,080.05	
		% of Total Budget	0.75%	% of Total Budget	0.50%	

Below: List any programs not included above and show the remainder of expenditures by source of funds.
Legal, Records, Administration, Staff Development and Training, Research, Public Information

Remainder of Expenditures:	State:	2,435,811.39	State:	2,102,447.79
	Federal:	44,436.72	Federal:	29,075.28
	Other:	1,586,269.24	Other:	1,578,105.92
	Total:	4,066,517.35	Total:	3,709,628.99
	% of Total Budget	10.13%	% of Total Budget	9.52%

* Key Cross-References are a link to the Category 7 – Business Results. These References provide a Chart number that is included in the 7th section of this document.

Strategic Planning

Budget Program Number and Title (Appropriations Act)	Supporting Agency Strategic Planning Goals/Objectives**	Related FY 03-04 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
15050000 Offender Supervision	Goals #1 - 5	--Maintain performance at target for key Field Operations indicators --Fully implement the Learn and Earn Program and New Pathways initiative --Achieve equitable distribution of agent caseloads --Increase Successful Closure Rate; supervision success rate --Administer drug tests for all high risk offenders -- Support the state's special operations initiatives --Collect current/delinquent restitution, supervision fees and fines	Figs. 7.2-1 through 7.2-3 Fig. TBD Figs. 7.2-6, 7.2-10 Figs. 7.2-5, 7.2-9 Fig. 7.2-7 Fig. 7.2-11 Fig. 7.3-3
15150500 & 15152000 Residential Services	Goals #1 - 5	--Assist offenders in gaining employment --Maintain 95% occupancy level --Collect offender restitution payments and fines --Assist offenders towards successful program completion	Fig. TBD Fig. 7.2-13 Fig. 7.3-2 Fig. 7.2-12
15200000 Parole Board	Goals #1 - 5	--Provide case summaries and pardon materials two weeks prior to each scheduled hearing --Address victim opposition --Conduct Parole Board meetings	Fig. TBD Fig. 7.2-16 See Fig. 7.2-16 Note
15050000 Victim Services	Goals #1 - 5	--Provide victims 30 days written notice of Parole Board Hearings --Disburse restitution payments to victims	Fig. 7.2-14 Figs. 7.3-1, 7.3-6

*Charts, graphs, and tables referenced in the "Key Cross References for Performance Measures" column are located in Category 7 of this Annual Accountability Report.

****Strategic Planning Goals (2003 DPPPS Strategic Plan):**

Goal #1: To effectively meet our public safety responsibilities

Goal #2: To continuously improve our processes

Goal #3: To deliver quality services to our customers

Goal #4: To be fiscally responsible

Goal #5: To provide for personal and organizational growth

Note: Goals # 1-5 support every Major Program Area

Note: As a new initiative, the Department has identified and segmented its projected FY 04 – FY05 budget components based on an Activity Based Cost Accounting methodology. Activities have been segmented as follows: Community Supervision—Regular; Community Supervision—Intensive; Victim Services; Residential Programs; Statewide Emergency Operations Support; Parole Board Support; Parole Board; Core Administration

Glossary

ACA	American Correctional Association
AIMS	Agency Information Management System
APPA	American Probation and Parole Association
CASA	Court Appointed Special Advocates
CDS	Career Development System
DACUM	Design a Curriculum
DAODAS	Department of Alcohol and Other Drug Abuse Services
DMH	Department of Mental Health
DOE	Department of Education
DPS	Department of Public Safety
DSS	Department of Social Services
EMT	Executive Management Team
EPMS	Employee Performance Management System
ESC	Employment Security Commission
GED	General Equivalency Degree
HBV	Hepatitis B Virus
HR	Human Resources
HRS	Human Resources System
HHS	Health and Human Services
ISC	Interstate Compact
IT	Information Technology
NCIC	National Crime Information Center
NIC	National Institute of Corrections

NLTES	National Law Enforcement Telecommunications System
PIC	Parole Information System
SABAR	State Agency Budgeting, Accounting, and Reporting System
SCDPPPS	South Carolina Department of Probation, Parole, and Pardon Services
SCDC	South Carolina Department of Corrections
SCDVR	South Carolina Department of Vocational Rehabilitation
SCHP	South Carolina Highway Patrol
SLED	State Law Enforcement Division
SORT	Special Operations Response Team
OIS	Offender Information System
OSEPR	Office of Safety, Enforcement, and Special Operations
OSHA	Occupation, Safety, and Health Administration
TB	Tuberculosis
YOA	Youthful Offender Act